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Official U. S. Army Signal Corps Photo

DEPUTY AIR COMMANDER

LIEUTENANT GENERAL IRA C. EAKER, Deputy Commander, Army Air Forces, and Chief of Air Staff, was commissioned second lieutenant of Infantry, from the Officers Reserve Corps, in 1917. After duty with the 64th Infantry, he became a flying officer, serving in the Philippines and the United States. He was a pilot on the good will flight to South America in 1926-27 and was chief pilot of the "Question Mark" on its endurance flight in 1929. He was graduated from the Air Corps Tactical School in 1936 and from the Command and General Staff School in 1937. He was on the staff of the Chief of Air Corps for two years. In 1942 he organized the VIII Bomber Command in England and then commanded the Eighth Air Force. He was Commanding General of all U. S. Army Air Forces in the United Kingdom until 1944, when he was appointed Commander-in-Chief of the Mediterranean Allied Air Forces. He was appointed to his present duty in April 1945.

3-21-47

WHAT THE ARMY HAS TO TELL

By

LIEUTENANT GENERAL IRA C. EAKER

*Deputy Commander, Army Air Forces
Chief of Air Staff*

WHAT should the Army tell the public? In the first place, it must convince the people of the United States that the Army is life insurance for the Nation. It is amazing that one finds the front pages of almost any national magazine filled with advertisements of life insurance—personal insurance, fire insurance, and risk insurance of every kind. The people of America are insurance conscious. Yet, where the greatest risk of all is concerned—inadequate national security—the public is scarcely aware of the tremendous insurance coverage in national defense. They must be told.

In the second place, we must make the public aware of the important role the Army plays in peacetime. Here we have the biggest business in the Nation, with well over a million employees. Considering only the men and women in uniform, the Army includes one person in about every 130. Add to that the hundreds of thousands of civilians on duty with the Army, and you have an Army reaching into most of the homes of America, affecting the thinking of every town and every village. That places a heavy responsibility on the Army. It must run its business efficiently, and with humaneness and common sense; and the public must be aware that it is doing so.

Third, the people must be told how the Army is opening new scientific frontiers for the Nation—as it has done ever since it pushed the geographical frontiers further westward, and afforded protection for farmers and ranchmen. Today, the principal brains and most of the money devoted to research—not only in weapons, but also in the ways of commerce—are at work in the military service. The Army has taken the lead

not only in inventing new mechanical devices, but also in developing new business techniques and new methods of government. Let us not hide our light; let us tell the public. They provide the money; they should be told how it is spent.

The high quality of the military personnel is another point that should be stressed in informing the public about the Army. Men in the armed services are carefully selected and trained, and are disciplined to adhere to certain basic principles.

In telling the public, we must not confuse publicity with public relations. There may be excellent public relations, with only a minimum of publicity. Good public relations does not consist in getting yard upon yard of newspaper column space, merely for the scrapbook's sake. It does not consist in running around madly, putting out fires. When there is an outburst of unfavorable publicity—some untoward incident or juicy scandal—remember that, when more than a million people live closely together, unsavory incidents are sure to occur; and that few items make more popular reading in a newspaper column. The only way to combat such unfavorable publicity is to insure that the incidents are kept to a minimum; then to push ahead in providing information to the public about the overwhelmingly constructive work of the Army.

Another point I wish to make—others have made it; and it should be made, time after time, until it becomes part of our thinking—is that public relations is a command responsibility. It cannot all be pushed on to the public relations officer; he is the technician. It must be in the daily consciousness of every commander; indeed, it must be part of the thinking of every soldier. Neither commanders, nor their staffs, nor the enlisted personnel of the command, can detach themselves from the scrutiny of the public—and from its interest. We are all part and parcel of the families and the communities from which we spring. The particular responsibility of the public relations officer, however, is to see that we understand and use the techniques that are available in public relations, and that we become articulate. It is the commander who must energize officers and enlisted men, to the point where they accept this responsibility as naturally as they accept other military responsibilities; and it is the public relations officer who must follow up this energizing with specific techniques.

The Army must be self-cranking in these matters. It cannot wait for others to tell its story. And it must go behind the current news and the day-by-day accomplishments of the Army and

spread before the public certain basic principles on which the military security of the Nation rests.

National defense, in the future, will require four things:

First: We must have a professional diplomatic corps. We must continue to seek men with the best brains in the country and train them for the delicate and difficult job of diplomacy. It is important to the Army that this be done; for when diplomacy breaks down, the soldier must take up the burden.

Second: We must make the utmost use of our Government Central Intelligence agency. There must be no section of the world where we do not know what is going on. If any nation is preparing a storehouse of weapons to be hurled our way, we must know what those weapons are, and where they are; so that, when the time comes, we can destroy them with long-range bombers, before they are launched. We must know the tempers of the peoples who control those weapons, so that we can foresee their boiling point.

Third: We must have a modern military establishment, with modern weapons. It must be compounded, in proper proportion, of the three principal arms—land, sea, and air. Each has its proper place in a well-rounded military establishment of the future. There must be no jealousy, no feeling that any arm won a war of the past or will win a war of the future. The three components must work under a unified command, with a single leader in each theater of war, and a single leader over the entire operation. We must accomplish this now, and not wait for the exigencies of war to force us into it.

Fourth: We must have a public imbued with the conviction that the welfare of the people of America comes first; that the welfare of the Nation is the only thing that counts. The Army, which is charged with being prepared for war, must not be afraid—with the hope for peace deep in our hearts—to discuss publicly the possibility of war, and preparation for it. That does not make us militarists, nor does such discussion, if dispassionate, lead to war. When the surgeon talks about disease, he is not encouraging disease. When the minister talks of sin, he is not advocating sin. War—the most destructive of diseases, and the most potent of all sins—likewise must not be shunned in our discussion. By bringing discussion into the open, we prepare the public and ourselves for the terrible eventuality, just as surely as a public understanding of sin and disease lays the groundwork for combating these evils.

These are some of the things the Army must tell the public.

A CORPORAL IN GERMANY

By

TECHNICIAN FIFTH GRADE GEORGE E. MAYO

FREE streetcar rides, movies every night, a country club of our own, furlough trips to the beauty spots of Europe, good mess halls, comfortable beds, and not too many formations—to the combat infantryman, it sounds like a soldier's dream. But to the occupation soldier, settled down for the long pull in Germany, many of the essential ingredients are missing—American homes to visit and American cities to play in. It is that lack that causes a few of us to get off the beam. The great majority of us, however, lead normal, respectable Army lives.

In Frankfurt, a typical bomb-deadened city, now the hub of Army activities in Europe, most of us live in large three-story stucco barracks, built for the German Army. Our barracks, located near the edge of town in *kasernes* or individual posts, are guarded at all times, and are operated in the same manner as camps in the States. The second-floor room which I occupy, along with two other soldiers, is furnished with wall lockers for clothing and footlockers for personal belongings. We have blankets and usually sheets on our bunks. We are provided with electric lights, hot water radiator heat in winter, and sporadic hot water in the shower room daily. Chairs, tables, and lamps are lacking in most of our billets, however, for these accessories are scarce in bombed-out Frankfurt.

Chow, a favorite topic of Army discussion, is a far cry from the K and C rations which were normal little more than a year ago. Even those who grumble when dehydrated eggs and vegetables are included on the standard menu do not seem to

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be losing weight; and some even concede that the canned beef "ain't so bad." Food is served in spacious new mess halls at strategic points in Frankfurt. One such mess hall is now under construction across the street from our barracks.

Reveille formation is held outside the barracks every morning, except on Sundays and holidays. Regular inspections are designed to keep rooms and men clean and neat. We are marched daily from the barracks area to the I. G. Farben building, the administrative headquarters two miles away, where most of the men work.

Some of us work in offices, others drive trucks, guard vital installations, cook, or perform the numerous jobs required in a large Army installation. It is not in the performance of these chores that the contrast with Army life in the States is most marked. But from the time we ride the free streetcar or bus back to our billets, until reveille, we are acutely aware of how much the occupation soldier's mode of life differs from garrison life in the States.

Here, in Frankfurt, we are confronted with a problem which few have been forced to solve before—what to do with off-duty time in a bombed-out city in a defeated country? For living in Frankfurt is not like living in the United States, where normal standards of civilian life are within everyone's reach. Here the German-speaking people, in the rubble of their wrecked homes, live only as a defeated people in a defeated nation can live. Their restaurants are off limits to us, and their shops offer little to interest or attract. And what is true of Frankfurt, is, in general, true throughout the American Zone.

Adding to the problem of adjustment, a large percentage of troops now in Germany are relatively new soldiers. As in any large group, some individuals lack the perspective and maturity which enable them to govern themselves in a manner befitting representatives of a democracy. The mere fact that there is a VD rate in the European theater, and that black-market operations have not been completely obliterated indicate that some of us have failed to find a satisfactory answer.

To offset any tendencies toward social disorganization, the Army has stepped in to provide many constructive opportunities for leisure time pursuits. Even off-duty, the soldier in occupied Germany finds his recreation under Army auspices. If it's variety he seeks, there is considerable leeway for self-expression, judging from the numerous Army-sponsored off-duty activities in and around Frankfurt.

Five motion picture theaters furnish after-duty entertainment in Frankfurt. Another theater specializes in "live" shows, and still another presents reviews and variety shows. Although generally the pictures are not new and the live shows are not top-notch, the theaters are full for every performance. Snack bars operated by the Army Exchange Service attract after-the-show crowds for sandwiches, doughnuts, and coffee. Red Cross clubs sponsor dances almost nightly, as well as parties and other special events. Craft shops provide materials and tools for soldier craftsmen, and classes are held for those who wish to learn to dance, draw, speak German, or take pictures. Libraries established by Special Services are surprisingly well-stocked, and even selections of the latest Stateside best sellers are on hand.

Shopping at the PX for our weekly ration of candy, toilet articles, and cigarettes is always an important event. The PX is fairly well stocked, and between it and the Community Shopping Center our wants and those of our dependents are well cared for.

The GI Country Club in nearby Oberursel is a popular place to spend a week-end or two-day pass in the area. Hundreds of enlisted men and Wacs dance, go horseback riding and



Swimming and bicycling are popular summer sports at the GI Country Club, near Frankfurt.

bicycle riding, swim (in the summer), or just rest at this picturesque resort in the Taunus foothills. Rest centers at Assmanshausen and the Winter Sports Area near Frankfurt are also popular with soldiers off duty. During summer months, the Frankfurt Red Cross and other clubs sponsor bus tours to nearby towns and points of interest.

Athletics are even more important in the lives of occupation soldiers than they are in the States. Football, basketball, baseball, swimming, hockey, and track, as well as numerous minor sports, provide plenty of competition among teams within the Frankfurt area and from other cities. Victory Stadium, just south of the city, attracts thousands of spectators for football, baseball and swimming events. Intra-city leagues stimulate keen interest in the games, and championship contests highlight every season.

For news of world events and happenings in the European theater, we dial in the Armed Forces Radio Service station, "AFN Frankfurt," which is on the air 20 hours a day with Stateside programs, as well as shows originating in Europe, up-to-the-minute news, and entertainment for all occupation troops. Besides the European editions of at least two American papers, we can also buy the daily 12-page *Stars and Stripes*. The recently-established *Occupation Chronicle* reports on local news for its 20,000 readers in the Frankfurt military community. The *Chronicle*, a six-page, full-size weekly, includes a rotogravure picture section every two weeks. The weekly Troop Information Period gives us background for our occupation duties.

As on every military installation, religious services of Catholic, Protestant, and Jewish faiths are conducted each week, and chapels have been set up for that purpose. The presence of American civilians, both Government employees and dependents, further helps to re-create the standards and environment of home life in the States.

In conjunction with a German Youth Program sponsored by USFET, increasing numbers of local soldiers are using their free time to teach Frankfurt kids American games. Soldiers volunteer to help conduct craft shops. They lead discussion groups, teach democratic methods, and give parties for German youth. As the newness of their surroundings wears off, most of the "occupiers" are settling down to do their jobs, both on and off duty, as gracefully as possible.

After you've been on duty six months at a stretch, Frankfurt can become quite a dull place. Since we can't get home on our

15-day furloughs, we use them to see Europe. Usually we turn to Special Services, where we can choose among tours to Switzerland, Rome, the Riviera, Czechoslovakia, Holland, London, Denmark, or Paris. Using our recreational leaves to visit the high spots of Europe, we return to our routine jobs with fresher outlook, and with an opportunity to compare notes and recollections of other foreign countries.

As the occupation forces settle down for a long stay, much of the attention pressed on the American soldier in a "nothing is too good for our boys" spirit during the war has given way to the attitude, reflected in letters and news dispatches from home, that we're serving in this foreign land by our own choice. We don't like to feel that we are strictly on our own. We believe that our mission is important enough to warrant the full and unqualified support of the folks back home.

We particularly don't like to be judged by the minority, the noisy, inconsiderate violators of good taste and decent conduct, present in any large group, who provide the material for sensational stories. We are doing our jobs well. On the average, we are living as normal lives as possible under the circumstances. With more cooperation and understanding from the people at home, we will do a job that cannot be surpassed.



Military personnel and civilians are checked for security at the control post of the Frankfurt compound. Within the enclosure is housed the administrative headquarters of the European theater.

CAREERS FOR COOKS

By

MAJOR JEROME F. LIEBLICH

KP, long the soldier's drabest assignment, has had its face lifted. Under a policy recently announced by the War Department, kitchen police duty will be at least partly performed by permanent mess attendants who will have career opportunities. Within his own company, a recruit who becomes a mess attendant may rise to be first cook (Tec 3) within nine months, and to be mess steward (T Sgt) within fifteen months. By other avenues, he may rise to the grade of warrant officer in three years, and eventually may be commissioned in this technical field.

Like the wars which preceded it, World War II brought forth its full share of soldiers' complaints about their mess. At the close of hostilities, the Secretary of War decided to have the entire Army food service activity surveyed by the critical eyes of civilian food service experts. A Food Service Committee was appointed, headed by John L. Hennessy, Chairman of the Board, Hotels Statler Company, Inc., to prepare an exhaustive analytical review of Army food service.

Among the Committee's recommendations none was more strongly stated than the necessity for selecting better mess attendants and paying them more. A personnel plan was required which would offer career opportunities, and which would attract and retain, within the Army, men having professional pride and ability in food service.

Such a plan has been devised, based on a study and analysis, by The Adjutant General's Manpower Analysis Program, of all military jobs connected with food service.

The traditional KP policy—that all labor in the mess, other than that required for actual cooking and mess supervising, will be performed by soldiers from the unit, detailed by roster

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—brought no culinary experts into the kitchen. Abuses of the roster system have long stigmatized KP duty, and Army mess has suffered from a lack of professional interest. Furthermore, since KPs, in the nature of their casual duties, received no adequate apprenticeship training in cooking, there was no pool in the unit from which the commander could choose prospective cooks with accurate knowledge of their capabilities.

The new plan (1) provides permanent mess attendants having a professional interest in their jobs; (2) allows flexibility in the number of assigned personnel (both mess attendants and cooks), so as to serve adequately a mess of any size, without the handicap of a rigid T/O; and (3) enables the commander to offer an apprenticeship to new recruits of the right caliber who are interested in food service as a career.

Under the new plan, each unit or installation operating a mess will be authorized a maximum of one mess attendant (MOS 062) per 35 men, or major fraction thereof, and a minimum of one per 75 men, as determined by the major command. Where the major command does not authorize sufficient permanent mess attendants to provide for the operation of a mess, additional mess attendants, or KPs, will be detailed by roster as at present. Where a mess operates on a 24-hour basis and consumes 15 per cent of the ration at night, additional permanent personnel is authorized. Grades of Pvt, Pfc, and Tec 5 (on a three-fourths Pvt and Pfc; one-fourth Tec 5 basis) are provided for the mess attendant category. No assignment restrictions, other than the required medical examination and evidence of individual interest by the applicant, will hamper the commander in his selection of permanent mess attendants.

In addition to having fixed jobs and commensurate grades during apprenticeship, mess attendants will find open to them five distinct lines of advancement in the food service field. They may become cooks, subsistence technicians, bakers, pastry-men or meat-cutters—but only after successive courses of training. After a mess attendant has been selected for training, on the basis of prescribed educational, mental, and service qualifications, he will attend a food service school within his Army Area. After successful completion of a course in cooking, he would normally be assigned as second cook in his unit, with opportunities for advancement or further specialized schooling. Or, instead of returning to his unit, he may be selected for further training as subsistence technician, with a view to assignment in charge of ration-handling activities for his post

or unit. Or, after training in the basic food service school, he may be trained further as butcher, baker, or pastryman; and upon return to his unit be assigned to the central post bakery, pastry shop, or meat-cutting establishment.

These central installations are being established at each post, as a part of the overall food service program, for the consolidated centralized handling of all bread baking, meat cutting and pastry preparation, in an effort to specialize and improve the preparation of these essential food items.

Upon successful completion of school courses for master baker, master butcher, and master pastryman, the qualified specialist may advance to become manager of a central post installation in his particular specialty. Outstanding students at food service schools are eligible for selection as instructors, after successful completion of the food service instructor's course.

Since permanent mess attendants generally will be the only source from which men can be drawn for duty in any of the specialties, the volume of demand for such personnel quickly will force the qualified mess attendant up the ladder, first to school, and then to assignment in one of the specialties. This turnover will require unit commanders constantly to select new permanent mess attendants, thus bringing new recruits into the food service field at the bottom of the ladder.

Each unit mess now is authorized a minimum of two cooks. The basis for assignment is one cook for each twenty men, or major fraction thereof, for messes with a strength or capacity up to and including 60 men; and beyond that one additional cook is authorized for each 40 additional men. Grades for unit cooks are Tec 4 and Tec 3 (on a one-half Tec 3; one-half Tec 4 basis). Additional cooks are provided for messes operating on a 24-hour basis. In garrison, a unit's normal complement of six cooks will be free to concentrate on food preparation, without a diversion of effort in butchering, baking, and pastry making. In the field, the training which cooks received at basic school will enable them to do all-around field cooking, including butchering, baking, and pastry making.

Each unit mess is authorized a mess steward (formerly mess sergeant), with grade of technical sergeant. In messes serving 750 or more, the grade is master sergeant. Assistant mess stewards in the grade of staff sergeant are authorized for messes with a strength or capacity exceeding 200 men. A second assistant mess steward (staff sergeant) is authorized in messes of

more than 400 capacity, operating on a 24-hour basis. For large, consolidated messes these grades are advanced, and the number of assistants correspondingly increased, so that a mess steward can rise in his job to become warrant officer with the classification of "Mess Management Specialist." Mess management specialists may even be commissioned and placed on duty in special-diet or consolidated messes where officer supervision is required.

In order to provide commanders with proper staff personnel to supervise the food service program, a new category of commissioned and enlisted personnel is authorized. A new officer title and MOS is established as "Food Service Supervisor," who will be solely concerned with the supervision and direction of the food service program and will be directly responsible to the commanding officer. These officers will be assigned to commanders at all echelons, from separate battalions to overseas theaters, and will range in rank from first lieutenant to lieutenant colonel. Commanders may assign qualified officers of any arm or service to this duty, and appropriate training facilities will be provided.

Enlisted assistants, to be known as "Food Service Technicians," are authorized according to definite grade allotments, from Tec 5 to master sergeant. The food service supervisor and his enlisted staff will be concerned with procurement, storage, distribution, and preparation of food, so as to insure for the commander the successful operation of the entire food service program.

Under the new career plan, a recruit possessing the necessary ability and application, after basic training, initial unit assignment, and apprenticeship as a mess attendant, may look forward to a choice of twelve higher-graded jobs: mess attendant (Pfc and Tec 5), cook (Tec 4 and Tec 3), mess steward, baker, master baker, meat-cutter, master butcher, pastry baker, master pastry baker, subsistence technician, food service school instructor, or food service technician. Further opportunities exist in a warrant or commissioned status.

THE DIGEST NOW AVAILABLE TO ALL

It is now possible for any member of the armed forces or any civilian to receive THE DIGEST at a yearly subscription rate of \$1.50 (\$2.00 foreign). Subscriptions may be entered, beginning with current issues, with the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. Single copies may be obtained at 15 cents a copy.

PERSONNEL LEGISLATION

An integrated program of proposed personnel legislation is being prepared by the War Department for presentation to the 80th Congress. This program will cover the entire field of Army personnel management and will present solutions for the major personnel problems requiring legislation. Minor personnel problems will be solved within the War Department through revision of Army Regulations and War Department circulars.

The personnel program requiring legislation includes the following subjects:

- (1) Appointment of Officers into the Regular Army.
- (2) Amendment of the Armed Forces Leave Act.
- (3) Military Leave for Members of Enlisted Reserve Corps.
- (4) Increased Rank for Certain Band Leaders.
- (5) Inactive Duty Training Pay for Organized Reserve Corps.
- (6) Procurement of Regular Army Enlisted Personnel.
- (7) Establishment of a Women's Army Corps in Regular Army.
- (8) Elimination of Substandard Officers.
- (9) Non-Physical Disability Retirement.

Medical bills will be recommended, designed to accomplish the following:

- (a) Creation of a Medical Service Corps in the Medical Department.
- (b) Establishment of an Army Nurse Corps in the Medical Department.
- (c) Establishment of a Women's Medical Specialist Corps in the Medical Department.
- (d) Provisions for the Procurement of Physicians and Surgeons for the Regular Army.

This is one of a series of articles on Legislation and the New Army. The major aspects of the legislative program were described in the February number of the ARMY INFORMATION DIGEST.

One promotion bill will be prepared, covering:

(a) Promotion of Regular Army Officers, including General Officers.

(b) Temporary Promotion of Regular Army Officers.

(c) Promotion of Professors at the United States Military Academy.

This general line-up of legislative proposals may change during the coming months; but, as of early February, it represents the War Department's personnel program.

In general, the bills listed above will contain the following provisions. It must be borne in mind that these bills represent only the War Department's recommendations to the Congress. The decisions rest with the Congress.

Appointment of Officers into the Regular Army. Provides for the original appointment of all officers in the United States Army, rather than in an arm or service. Subsequent assignment to arms or services will be made in the numbers and grades determined by the President as necessary to accomplish the mission of the Army. The only exception will be the Air Corps, the Corps of Chaplains, the several corps of the Medical Department, and the Women's Army Corps, if authorized by Congress.

Amendment of the Armed Forces Leave Act. Provides for carrying over leave credits from enlisted to officer status and from officer to enlisted status, and provides for a lump sum payment to personnel who are unable to take advantage of accrued leave when discharged because of transfer to Veterans Administration hospitals for continued hospitalization.

Military Leave for Members of the Enlisted Reserve Corps. Provides for military leave of absence for officers and employees of the United States or the District of Columbia who are members of the Enlisted Reserve Corps, so that they may attend active-duty training periods. Similar legislation now exists for members of the Officers Reserve Corps.

Increased Rank for Certain Band Leaders. Provides the maximum rank of major for the leader and the maximum rank of captain and first lieutenant for the assistant leaders of the Army Band, the Army Ground Forces Band, the Army Air Forces Band, the Army School of Music Band, and the United States Military Academy Band.

Inactive Duty Training Pay for the Organized Reserve Corps. Provides for inactive-duty training pay for members

of the Organized Reserve Corps on a basis similar to that for members of National Guard units. This will require amendment of the Pay Readjustment Act of 1942.

Procurement of Regular Army Enlisted Personnel. Provides that one-year and 18-months enlistments be abolished and that a five-year option be offered, thus making the terms of enlistment two years, three years, and five years. The enlistment of aviation cadets will be continued until the Air ROTC program output meets Army Air Forces requirements, or until alternate plans are prepared by the Army Air Forces for the peacetime military establishment.

Establishment of a Women's Army Corps in the Regular Army. Establishes the Women's Army Corps as a part of the Regular Army. Pending enabling legislation, the Women's Army Corps will be continued in its Army of the United States status, with strength maintained on a volunteer basis. (Plans are ready for the integration of WAC officers into the Regular Army.) Enabling legislation provides that, except as otherwise specifically provided, all laws now or hereafter applicable to the male component of the Army shall apply to the Women's Army Corps. Legislation to accomplish this was included in H.R. 7166, 79th Congress, which will be rewritten and reintroduced in the 80th Congress. This bill also provides for a Reserve component of the Women's Army Corps, subject to the same laws and regulations that apply to the male components.

Elimination of Substandard Officers. Eliminates Regular Army officers from the service for mediocre performance of duty as compared with officers in the same grade and length of service, or for other good and sufficient reasons. Procedure will be in accordance with American principles of justice, including the right to a hearing and the right to an appeal. Plans will be developed to divorce reclassification action from dismissal action, and to divorce purely administrative action from disciplinary action. Present procedure for revocation of commissions of probationary officers within the first three years of appointment will remain unchanged.

Non-Physical Disability Retirement. Retirement of officers after 30 or more years of service will continue in accordance with existing law; but a plan has been prepared to provide for retirement, upon application, after 20 years' active Federal service. This would be authorized at the discretion of the Secretary of War. Officers so retired would be advanced to

the highest grade satisfactorily held, with retirement pay based on the grade in which retired. This legislation also would apply to warrant officers, and includes provisions for the improvement of retirement benefits for enlisted personnel who served as temporary officers during World War II. (Legislation for the retirement of enlisted personnel after 20 years' active service was enacted in 1946.)

A plan also has been prepared to provide for an AUS Retired List. To be eligible for inclusion in the list, persons of any grade must have completed an aggregate of 20 or more years of satisfactory service in the Army of the United States or in one of its Reserve components. A part of this time must have been active Federal service—not less than three and not more than four years required, depending on *total* service completed prior to the official termination of World War II; and a part of the active service must be after the close of World War II, except where 25 or more years of aggregate service has been credited.

A person on this list, upon reaching the age of 60, will receive retired pay based on his highest grade, at the rate of $2\frac{1}{2}$ per cent for each year of active Federal service plus one-half of one per cent for each year of other service credited.

Medical Department. Two bills have been proposed for the Medical Department. One, a bill to revise the Medical Department of the Army, provides for the establishment, in the Regular Army, of a Medical Service Corps, an Army Nurse Corps, and a Women's Medical Specialist Corps. If this bill is enacted, the Medical Service Corps will be composed of: the Pharmacy Section, the Medical Allied Science Section (now the Sanitary Corps), the Optometry Section, and such other sections as are necessary. The Pharmacy Corps and the Medical Administrative Corps will be abolished. The Women's Medical Specialist Corps will be composed of a Dietitian Section, a Physical Therapist Section, and an Occupational Therapist Section.

The second bill, concerned with the procurement of physicians and surgeons in the Medical Department of the Army, provides for the following: additional pay to physicians and surgeons, to reimburse them for their professional education and loss of earning power while obtaining such education; additional pay for Medical Corps specialists; establishment of four "professorships" to be occupied by men of eminence in medicine, surgery, neuropsychiatry, and preventive medi-

cine, each to hold the assimilated rank of brigadier general or major general; original appointment of Medical Corps specialists in grades not above that of colonel; and the employment of civilian physicians to serve with the Medical Department of the Army as needed.

Promotions. The promotion bill provides for the permanent promotion of Regular Army officers on a combined basis of seniority and selection, with the use of selection increasing as the grade increases. Promotion to the grade of colonel and above will be by selection only. A certain number of permanent and temporary general officers will be authorized, the number to be based on a percentage of the authorized Regular officer strength and the total officer strength on active duty. All general officers will be appointed in the Army, rather than being appointed as general officers of the line or general officers of the services. The President will determine the limited number of positions to be occupied by lieutenant generals and above, and temporary promotion to those grades will be authorized.

Promotion policies for the civilian components will parallel Regular Army policies to the greatest extent practicable, and the promotion of all officers to temporary grades in the peacetime military establishment will be provided for.

Professors of the United States Military Academy will be promoted to the grade of colonel after six years' service in such position, rather than after 10 years, as is required at present.

Warrant officers (jg), after a specified length of service, will be promoted to chief warrant officers to fill existing vacancies. (A plan is being developed to provide for the increased utilization of warrant officers throughout the Army.) Temporary promotions will be continued pending development of this plan.

Other Personnel Plans. Other proposed bills provide for commissioning all officers of the National Guard and the Organized Reserve Corps in a like status; for interchangeability of officers between the National Guard and the Organized Reserve Corps; and for assignment to the arms and services of these components, as the Secretary of War directs.

There is also a plan to provide for an annual output from ROTC of approximately 25,000 Reserve officers, with such emoluments to students as may be necessary to meet the procurement objective.

IN AN ARMY HOSPITAL ---AND LIKING IT

By

HELEN POTTER KREBS

I WAS on my own. As the ambulance sped down the highway with two medics, a sergeant and a corporal, in charge, I thought bitterly how all my scheming to return home and enter a civilian hospital had been unavailing. Now it was too late.

Newly arrived at my husband's duty station, where we had no friends, not even acquaintances, I had refused to consult an Army doctor of whom I knew nothing. I had heard the usual jokes about Army medical staffs; that one had to take the doctor on duty even if he were a dentist and the injury a broken foot; that invariably the doctor, without diagnosis, prescribed the usual remedy—shots.

My husband said he saw no reason why I should make an unnecessary trip to Texas for a minor ailment. A sudden attack of illness had settled the issue. My husband phoned the Army doctor on duty. Within an hour, the Army ambulance was at the door. Meekly, I had allowed myself to be placed on a stretcher. While my husband was trying to bid me a solicitous good-by, I was thinking thoughts of a viler nature—"traitor," "rat leaving a sinking ship," "damyankee." Too weak to protest, I was being delivered into the hands of the Army medics.

My husband would hear from me later, but these strangers, the sergeant and the corporal, I felt, would not be impressed by a display of my temper; so I kept still. The sergeant turned to me and said, "Too bad we have no siren. We could make a

HELEN POTTER KREBS, wife of Major L. F. Krebs, AC, tells of her hospitalization while her husband was a public relations student at the Army Information School, Carlisle Barracks, Pa. Her comments, she says, are addressed to the hundreds of Army wives who have grown up as civilians and who dread the prospect of entering an Army hospital.

lotta noise, and we could really have some fun out of this." This unexpectedly human remark tempered my anxiety.

But I had no intention of giving up so easily. By the time we reached the dispensary door, visions of the vast, impersonal, mechanistic Army hospital loomed through the pain.

A young lieutenant entered the ambulance. He introduced himself, in a soft southern drawl which made it impossible for me to call him by my favorite epithet. He gave directions to the stretcher bearers, and I was carried into the hospital. The attendants and nurses who admitted me were courteous and kind. Against my will, I could not help feeling that they were really interested in my welfare. This feeling was to grow during the two-weeks' period of my hospitalization.

As a bed patient, I was not allowed to sit up, and therefore required a great deal of attention. Although the hospital was short of nurses and wardboys, never did they hint that I was troublesome or that they were overworked. All did their unpleasant chores willingly and good-naturedly. I remember how, when the time came to take my shots, the nurse sympathetically searched for the sharpest needle to ease the unpleasant sensation. Certainly this care was in contrast to the civilian legend of a "needle with a hook in it."

During the first night, I was the only woman patient in the hospital. The next day there were five; and the doctors accused me of starting the epidemic. As the number of patients increased, the shortage of medical corpsmen became acute. Officers who were ambulatory patients would often collect the food trays. One morning, I noticed an Infantry captain helping to sweep the halls. We were all inspired to help.

As I recovered, I began to notice other people in the hospital. There was Sam, a wardboy, whose father owns three bars in Cincinnati. Sam had completed two years of college work. As soon as he is discharged, he will return to Ohio State University for his degree.

Tony, my favorite, had been married just one month; his new wife dreamed of a lizard bag and shoes to match. Tony saved his money and, for Christmas, she had the bag. Later, they will arrange for the shoes.

Lin, the Chinese wardboy from Brooklyn, received his discharge and came to tell me good-by and to caution me to take care of myself. Lieutenant Crane, busy as she was, paused to put my flowers in fresh water, because she "can't bear to let roses die." Lieutenant Reed, in her lisping voice, entertained

me with a description of a woman patient who had just entered, "and she lisps." And Bonnie, the maid, consoled me with "You mean you've had twenty of those shots? You sure must be sick; I never heard of 'em giving over six before."

A colonel, a patient in the next room, had daily visits from his wife. She always stopped for a few minutes to cheer me up. She brought me books to read and would often slip in with a glass of wine jelly to brighten up the hospital menu.

Tommy, aged six and the son of a major, was my constant visitor. Together, we read Joe Palooka and listened to Jack Armstrong. Tommy, to prove his superiority by comparing our reactions to the dreaded needle, arrived in my room at ten one morning with a nurse trailing him. He bared his arm and, without flinching, took his medicine. Then, with a disdainful glance for a mere woman, he seated himself on my bed and announced, "Now I wanta watch you take your shot." When I insisted that this was impossible, he started out the door, remarking "Well, I bet I know where you take yours, then!"

Mrs. Harris of the Red Cross was a daily visitor. She brought magazines to the patients and endeared herself to the nurses by appearing in time to feed the only baby patient.

Lieutenant Green dropped by to tell me of her afternoon outing. She had gone to Gettysburg and looked over the battlefield. She confided that what really made it so much fun was that there was a "rebel" in the crowd.

My defenses collapsed, and I admitted defeat. I was in an Army hospital, recuperating rapidly, and loving it. These people were my friends. And besides, I got well.



From the Abbott Collection © 1945

LABORATORY WARFARE—by Manuel Tolegian

THE LAST ROUND-UP

By

MAJOR ROBERT B. MCBANE

WITH the recent Senate confirmation of 1,863 new Regular Army officers, the largest officer integration program in Army history entered its final phases. Two more groups will be integrated this year, probably in May and September; and a final application period may be opened this spring, directed mainly at officer veterans who will graduate from college in June. After the current program, all procurement of Regular Army officers will be for second lieutenant only, except for the Medical, Dental, Veterinary, and Pharmacy Corps, Corps of Chaplains and Judge Advocate General's Department.

In other words, officers on extended active duty not included in the above groups, who are 27 or older, will have no further opportunity to obtain Regular Army commissions.

After the 79th Congress authorized a 25,000 increase in Regular Army officer strength last year, raising the corps to 50,000, the War Department made plans to integrate 20,000 new officers in 1947, leaving 5,000 vacancies with which to provide future opportunities for Regular Army appointments. There is doubt now that this goal can be met. The recent integration of 1,863 new officers leaves approximately 23,000 vacancies. As many as possible will be filled this year, with the reservation that the quality and grade distribution of the applicants must determine the number to be integrated. These conditions may lower the total to considerably less than 20,000.

The substantial number of vacancies left over after the end of the program will be used to provide opportunity in coming years for Regular Army commissions. These will be filled by West Point graduates, by direct appointment of honor ROTC graduates, and by competitive examination (similar to the current integration methods) for AUS, National Guard, and Reserve officers on active duty. Enlisted men will be offered full oppor-

MAJOR ROBERT B. MCBANE, AUS, is associate editor of THE DIGEST.

tunity through Officer Candidate School. They will be required, however, to serve at least a year as officer before taking competitive examinations for Regular Army commissions.

It is planned also to offer every qualified civilian, from 21 to 26 years of age inclusive, an opportunity to enlist in the Army for OCS training only. If he fails to graduate, he may obtain immediate discharge and return to civilian life. If he earns an AUS commission, he may serve for a year as an officer on active duty and then apply for a Regular Army commission.

Officers to be integrated this year will be chosen from a list of approximately 80,000 applicants (of whom 1,863 already have been appointed). Approximately 53,000 of this total are men who applied but were not appointed under the first integration program in 1946, and who subsequently renewed their applications. The others are new applicants. More than half (44,000) of the applications are for the Air Corps; and approximately half of the 23,000 vacancies remaining are set aside for Air Corps appointments. Approximately 20,000 applications are for the technical and administrative services, and about 15,000 are for the ground arms.

The overall grade spread among applicants shows 6 per cent eligible to be Regular Army second lieutenants, 67 per cent first lieutenants, 20 per cent captains, and 6 per cent majors. Among the Air Corps applicants, the distribution shows 12 per cent second lieutenant, 75 per cent first lieutenant, 10 per cent captain, and 3 per cent major. Among the technical and administrative services: 2 per cent second lieutenant, 48 per cent first lieutenant, 36 per cent captain, and 14 per cent major. Among the ground arms: 3 per cent second lieutenant, 70 per cent first lieutenant, 21 per cent captain, and 6 per cent major.

Of the 1,863 officers recently integrated, more than 1,000 were appointed in the technical and administrative services, nearly 600 in the Air Corps, and 200 in the ground arms. There were 200 second lieutenants, 1,000 first lieutenants, nearly 500 captains, and 170 majors.

This group of 1,863 represents the acceptable applicants among those whose papers were processed in time for the January integration. Most of the applications were not ready for consideration at that time. The 1,863 recently appointed and the 10,800 officers integrated last year will enjoy no precedence in rank over those officers who will be integrated later this year, before the close of the program, since all integrated officers are incorporated into the promotion list on the same basis.

THE PRESS AT OPERATION CROSSROADS

By

CAPTAIN FITZHUGH LEE, USN

OPERATION Crossroads was a vast and complicated affair. You can't be handed the public relations job for such a project without learning a lot about public relations, either the hard way or the easy way. I learned the hard way.

The atomic bomb itself was a weapon so new, so ominous, and was sprung on the world in such a dramatic way, that the mere mention that it was going to be tested at Bikini aroused tremendous public interest. When I was suddenly told that I had the job of handling public relations for the test, I felt very inadequate. I tried to find out what some of the problems like this in the past had been. I remembered particularly the Billy Mitchell bombing tests and the public relations problems that surrounded them. Those experiments of long ago developed into a contest between the Army and the Navy; principally between the advocates of "sink-all-the-ships" and "ships-can't-be-sunk" schools, who fought it out in the public press. That didn't accomplish anything; it resulted only in a tremendous mass of misunderstanding throughout the public and throughout the armed forces. I wanted to avoid a repetition of that mistake.

When Operation Crossroads was organized, I was particularly glad, therefore, that the Joint Chiefs of Staff appointed an Evaluation Commission of acknowledged, respected experts in the armed forces and in civilian life. This group was charged, among other things, with the task of evaluating the tests for the public so that there would be no question in anybody's mind as to what had happened. Further to insure public confidence, the President also appointed an Evalu-

CAPTAIN FITZHUGH LEE, U. S. Navy, conducted the public relations phases of Operation Crossroads. This article was the text of an informal address on the subject delivered to the students of the Army Information School, Carlisle Barracks, Pa.

ating Committee of impartial, acknowledged leaders of Congress and industry. This commission had a somewhat similar purpose, but was on a less technical footing. The two groups were known to the people; they insured that the public would know that the tests were not off base or partisan.

When those commissions were appointed, my job, as I looked at it then, was greatly simplified. A public relations project which could have gone off half-cocked, even with the test being conducted impartially, perfectly, and efficiently, did nothing of the sort. On the contrary, as a result of good press coverage of a job well done by the Army and the Navy, there now exists in the public mind a healthy fear of the known instead of an unhealthy fear of the unknown.

One of our chief problems was the selection of press correspondents to attend the tests. Admiral Blandy and all the top people were agreed that we should take the press to Bikini; and that we must not have censorship. If we didn't take the press, we wouldn't have a well-informed public. If we had censorship, we would never gain the full confidence of the public. The proposal to take all the press possible and have no direct censorship had wide approval, but few appreciated the problems thus engendered.

The minute it was announced that we would take the press to Bikini, a flood of thousands of bona-fide requests came to the Crossroads staff. How many could we take, out of that great number? Some of the responsible officers wanted to take about 10. The press said it couldn't be represented adequately with less than 500. There had to be a compromise. We ended with a group of 187.

Who should choose the ones to go? I asked the various associations representing all of the principal media to form a civilian committee which would make the selections. The press being highly competitive, its members were somewhat reluctant to serve on such a committee. They did not want the entire responsibility of saying that this man could go and that man couldn't. So, it ended up with our public relations staff, in cooperation with the Civilian Press Committee, doing the selecting.

We decided to honor only valid requests from publishers, magazines, networks, radio stations, and pictorial organizations as such, and not requests from individuals. The principle was sound, but in practice it didn't turn out too well. We had to arrange all of the magazine and press representatives in the

billets that were available, one by one. Almost all the large publications and groups indicated a desire to send a representative; but when, at the last moment, the tests were postponed, many large magazines decided that they could not spare their men for so long, or other assignments came up; so they withdrew. But they didn't withdraw until late, with the result that, at the last moment, we had to go right down the sequential list in making substitutions. In the end we came to several magazines and newspapers which were not as representative as might have been desired.

If I were doing this job over again, I would investigate a little more, and would check on the background of some representatives. This comment does not apply to the 99 per cent who were acceptable, but to the one per cent who weren't. We found, for example, that a certain newspaper chain, which has a combined circulation of around a million, requested that it be represented; and it nominated a man. We had no time to go into the matter. After we got out there in the middle of the Pacific, we discovered that this man was a lecturer. The "sponsoring" newspaper chain knew nothing about him. He had a friend on the lower end of the staff who had written the request on the chain newspaper stationery. And there he was; he wasn't filing any copy to the newspapers; they didn't even know he was there. There were others who just wanted to go out there and get "an angle."



Photo by Joint Task Force One

At a press conference on the deck of the *Appalachian*, the press ship at Bikini, seagoing newsmen gather background material for their coverage of the atomic bomb blast.

In retrospect, it seems that a clearer overall coverage of factual information might have come from a group of 25 well-trained, hard-working, able newsmen. Having nearly 200 resulted in their diffusing a lot of just plain verbiage, merely for the sake of sending in stories. Furthermore, it is a simple business to take a group of 25 people to the sources of news. It is not simple to take a group of 187. The lack of mobility of a crowd and the fact that they must undoubtedly be treated with absolute impartiality makes a big difference. We couldn't charter airplanes to take them out in groups. We had just one ship, and that meant keeping 187 correspondents more or less confined for a long time. A lot of problems arose, just because they spent so many hours in tropical heat with no news and nothing to write about. They developed irritations which sometimes appeared in the guise of news.

Then there was a problem of rapidly transmitting the news dispatches. There is a saying that hell knoweth no fury like that of a woman scorned. I would say that a woman scorned is the acme of serenity compared to a newspaper man who has written his story and has dropped it into your hands, and who finds that it hasn't kept moving, through negligence or failure somewhere along the line. Rapid communication is the life blood of the press.

We had a tremendous communications set-up in Crossroads. We worked long and hard in establishing it, and it worked, by and large, very well. We transmitted over 615 radio broadcasts from Bikini. We transmitted from moving ships at sea, by radio-teletype, over 4000 miles, some 2,417,000 words, the vast majority of which got back ungarbled and straight. But the small percentage that didn't gave us a lot of grief. I knew the communications system; I had worked on it; I had been the public information officer on Admiral Nimitz's staff for the last six months of the war and had been dealing with a similar communications set-up. But I made one important mistake. I didn't explain to the correspondents enough about the system, its limitations, and where it might break down. A mistake or misunderstanding in communications transmission anywhere along the line can undo more in the general feeling of good will and cooperation than any other single factor.

We were all especially anxious to have the public get the true story about Operation Crossroads, with the right facts and the right words. A tremendous build-up in public interest was inevitable. The public was led to believe that something

much more cataclysmic was going to happen than actually did. You probably recall some of the rotogravure drawings, with battleships being blown 500 feet into the air. We did our best to control that sort of story intelligently by putting out as much information in advance as we could. We told what we thought was going to happen, but we weren't very sure ourselves. Although some scientists predicted this and that and we kept saying so, other scientists would pop up with other predictions which didn't match up at all.

There was great fear of the bomb. A majority of the reporters were on a ship that was 18 miles away from the target array. Those who were responsible for our safety could take no chances. We had the fear dinned into us that we were likely to be blinded by the flash; so we all put on special goggles and sat on deck and hid our eyes with our forearms. Most people thought the explosion would be a tremendous affair, that there would be heavy concussion, accompanied by a great heat flash. At 18 miles distance, those things didn't happen. Many didn't recognize the heat flash when it came; but it was there; I felt it myself. All of this anticipation ended up with a sense of let-down and no immediate news; so there was a tremendous rush of writing about everything and anything, right or wrong.



Photo by Joint Task Force One

Inspecting the damage in Bikini lagoon after Test Baker.

One of the principal reasons for the early false impression of the strength of the bomb, I traced to two radio broadcasters stationed on Kwajalein. They did not see the bomb go off. Their networks were covered at several other points, but those men wanted to get as much of the story for themselves as they could. That was natural. They felt frustrated by their absence from the immediate scene of the biggest news story that was available. Security regulations had prevented us taking more than three correspondents, selected by lot, into the air to witness the tests. But the two radio broadcasters on Kwajalein put up such a barrage of pressure that they were finally allowed to inspect the scene from the air soon after the blast. The local officials who permitted this later realized that it was a mistake, at least without proper authorization from higher authority. When these two broadcasters got back to Kwajalein, these same officials told them that they couldn't say anything or write anything about what they had seen. No decision could have disappointed them more. They had been allowed to see a good deal that was newsworthy. Their friends were at microphones all over the place, talking on the air; and these two were muzzled by what were to them arbitrary, unreasonable rules. They sat there and built up pressure. Then they tried to find something newsworthy. They talked to people in the lower echelons who were trying to account for the fact that it hadn't been such a huge explosion. Someone said that the bomb must have gone off three seconds too early; at least, that is what he thought might have happened. The two radio broadcasters picked up that story and broadcast it. It was immediately picked up by all the news media: "Atom Bomb Explodes Three Seconds Too Early!" That made news all over the world. It was the banner headline in the *London Daily Mirror*, with the world's largest circulation.

The story was due largely to inconsiderate treatment of two radio broadcasters—inconsiderate, first, in breaking a known rule for their benefit, without authority; and inconsiderate later in trying to muzzle the two men. As soon as the ban came off, both radio reporters excoriated the Army and Navy, saying there was unreasonable censorship, and implying that things had gone wrong and were hidden so that nobody would ever know. That produced a rash of headlines which did, indeed, mold public opinion.

This incident certainly shows the importance of sticking to the rules, being honest and fair, to the best of your ability.

Whenever you try to make exceptions, you end up with a bull by the tail, and find it hard to let go.

After Test Able, eighty per cent of the correspondents went home. The second test, which was much less thoroughly covered, turned out to be much more dramatic. It was a really impressive sight. The reporter for the *New York Herald Tribune* sent back a footnote to his editor saying, "Don't change a word of this. It was really terrific, and I mean it!" I can honestly say the same about both tests. They were *terrific*.

That the press program was worth while and justified all our work was borne out by the fact that the overall result of the coverage was beneficial (1) in placing the atomic bomb in proper perspective before the public, (2) in dispelling any possible thought that the tests were planned or conducted in any manner other than for the impartial development of the armed forces along worth while, forward-looking, and intelligent lines, and (3) in presenting to the American public, as well as to the armed forces, the importance of the United States maintaining pre-eminence in the understanding, development, and use of scientific discoveries in their relation to the national security.

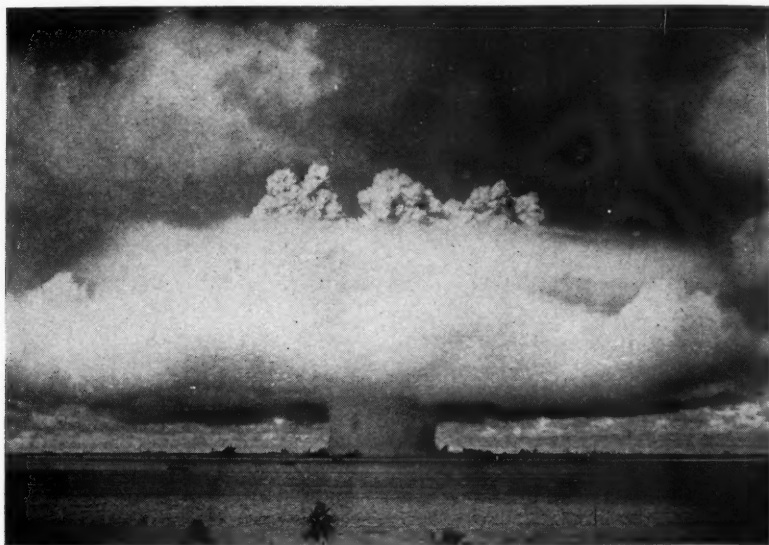
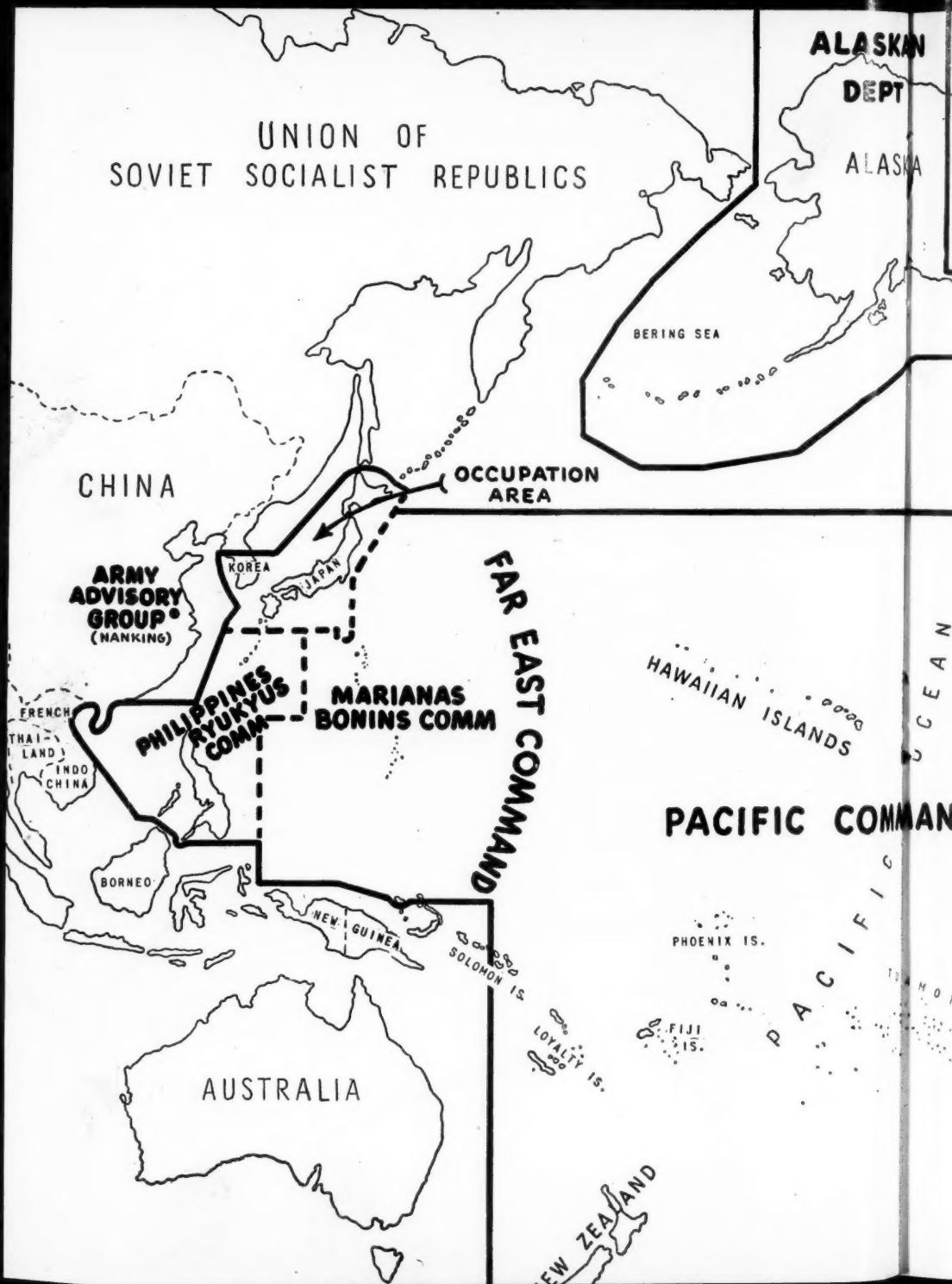


Photo by Joint Task Force One

Of the two tests conducted at Operation Crossroads, the under water detonation of Test Baker produced the most awesome spectacle.

OUR MILITARY INTEREST

A span of 13,000 miles presents a global problem in logistics and support never before faced by a peacetime United States Army. (See next page for map of European area)

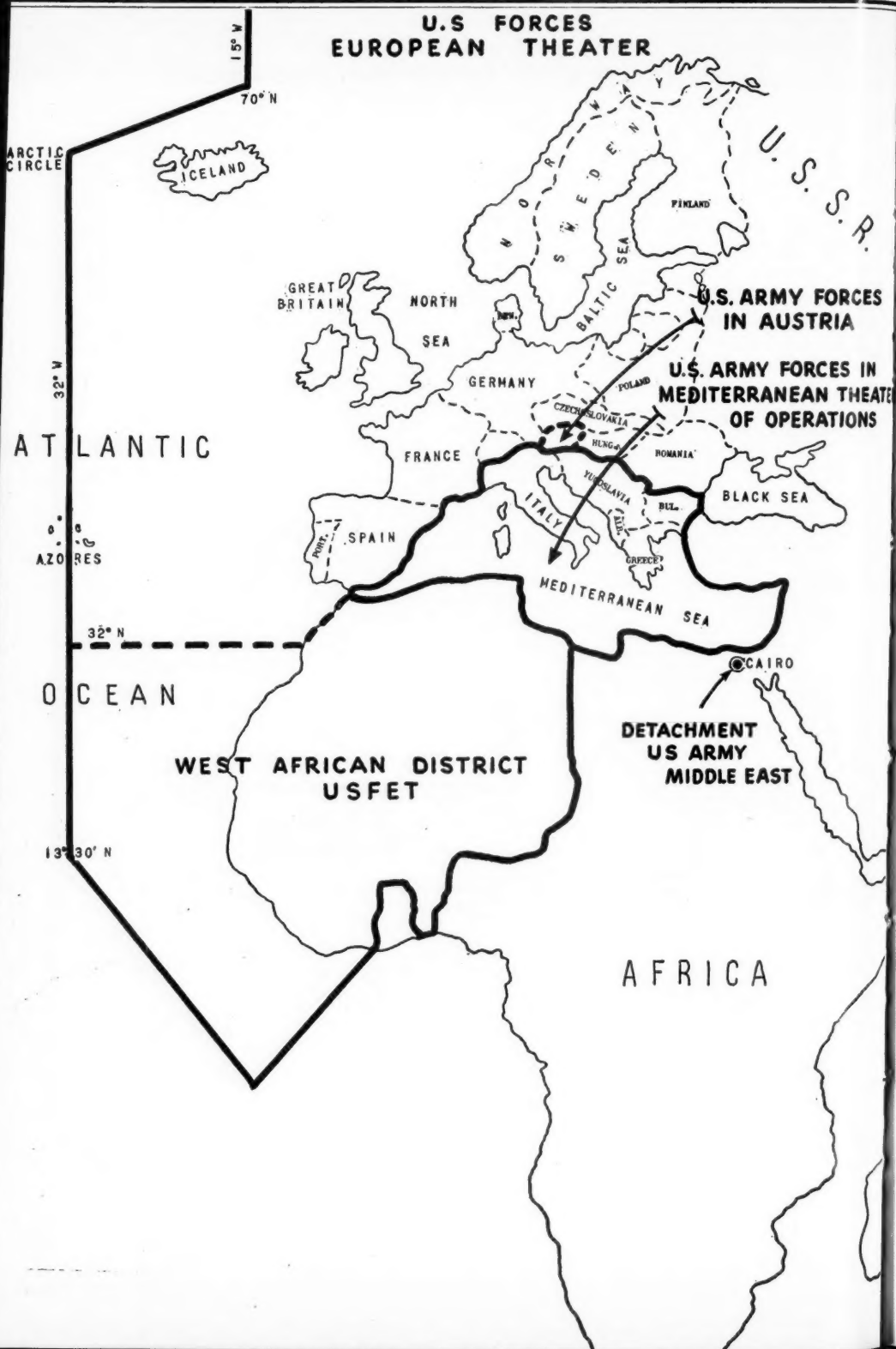


These maps show the administrative areas for War Department personnel abroad, and do not imply military occupation or troop concentrations, except where specifically indicated.



OUR MILITARY INTERESTS—ARE FAR FLUNG
(Continued)

**U.S. FORCES
EUROPEAN THEATER**



BREAKING THE NEWS

By

MAJOR CHARLES J. ARNOLD

IN the modern process of newsgathering, no standard formula has been devised to cover every situation from news source to printed page. The volatile nature of news requires that public relations officers be attuned to the flexible requirements of the newsgathering process, so that heavy artillery is not wasted on trivial targets, or inadequate methods employed to cover significant events. In time, the intelligent application of proper techniques in releasing the news becomes almost instinctive. The alert public relations officer—either subconsciously or deliberately—appraises each news situation as it develops, and backstops each news break with a plan. He soon learns that breaking the news successfully depends, initially, on the proper evaluation of the news and its significance, and then on selection of the appropriate technique for disseminating that news—by routine release, press conference, spot news announcement, or special news feature.

The public relations officer releases most of his routine news, such as soldier awards, promotions, and the like, by a simple process. He writes the story and then mails it to the medium concerned. Imaginative public relations officers have little difficulty preparing these run-of-the-mill, home town releases. His troubles lie, rather, in handling or planning for the release of spot news and special features.

The public relations officer is most likely to run into trouble in getting to the reporter details of a spot news story with a minimum of confusion. Spot news is something that happens right now and is news right now—whether it be a fire, an accident, a freak happening, or the unexpected arrival of important persons. Press and radio should get an even break on

MAJOR CHARLES J. ARNOLD, ORD., is an instructor in public relations at the Army Information School. During the war he served as a public relations officer in the Pacific theater.

the release of such spot news. It should not be released on an exclusive basis.

In gathering data and transmitting it to the press, the public relations officer should be at least even with, and if possible ahead of, the working reporter. By assisting the newsman with swift and intelligent newsgathering, the PRO is less likely to be troubled by unauthorized statements popping into print. A reporter who must telephone repeatedly in order to pry loose five minute's worth of news is likely to sidetrack that office in the future, and seek his own tipsters instead. This was illustrated at an eastern seaboard installation, when a reporter, checking a story about demobilization demonstrations, became tired of drawing blanks from the public relations office. He shopped around and found that the soldier-editor of the camp newspaper had the information. While the public relations officer wrung his hands, the editor fed the reporter a two-day running story.

Yesterday's spot news is no good today. A public relations officer, who releases a respectable amount of news from time to time, may be tempted to ration it. He may decide to withhold release of a spot news story until a later date—just to save something for the boys. Sooner or later a reporter will jerk the story from its sat-upon position, and much unhappiness may result.

Attempting to thwart the flow of news is an equally risky enterprise. Reporters will instinctively oppose any person or agency which interferes with the newsgathering process. If the public relations officer slows publication of the news by faulty handling of a news break, whatever good will he may have cultivated will dissolve in the ensuing tangle. To the practical newspaperman, the public relations officer's efficiency is generally measured by two standards: that the reporter gets the facts quickly and accurately, and that the reporter does not have to break his neck to obtain a routine story.

The press conference is a special technique which can be used effectively to break a story, or to introduce individuals to the press, or to add emphasis or significance to a story being released. The foremost requirement of a press conference is that there must be something to say. Too many press conferences have been held on too slight a pretext. Once summoned to an insipid, lifeless conference, the newspaperman is likely to be too busy to attend the next one.

As a special technique, the press conference is useful in

introducing a new commander to the press. However, it should not be called until the commander is ready to state his policy. This statement of policy should be prepared as a release for distribution at the opening of the conference. If the public relations officer calls a press conference simply to break a news story, the newspapermen should have a few minutes to study the release before the conference spokesman asks for questions. Just because a dignitary is arriving is no reason why the public relations officer should start shouting "press conference." The distinguished visitor may not be ready to talk, in which case the embarrassment of the military will match the chagrin of the press.

Advance copies of speeches may be difficult to wangle at times, but nothing aids good press coverage more. A reporter will do more justice to a speech he has browsed through than one he must catch by hurried note-taking.

A reporter is just another fellow standing around, unless he is provided with the tools of his trade—(1) a typewriter, and (2) a telephone. If the public relations officer is breaking a story close to a newspaper deadline, he should provide adequate telephone facilities. Sometimes the reporter does not have time to return to his office and write the story before the presses start.

A public relations officer need not work himself into a dither when he releases a spot news story. If an airplane crashes, or the cook at the service club immerses himself in hot grease, the same reportorial pattern is followed.

Release of information about plane crashes is the responsibility of the local commander. If security is not involved, the story may be released immediately; and the names of casualties may be made known three hours after telegraphic notification to the next of kin. In event that the next of kin are notified in person or by telephone, the public relations office may then release the names of the victims to all media concerned.

Here is how a typical spot news release of a crash story might unfold:

A police reporter, in the press room at the police station, hears the alarm bell summoning the emergency squad. A moment later a phone call brings word of a plane crash near the local Army air base. Arriving with the police at the scene, the reporter makes a quick check. He locates a telephone and calls his city editor, giving him a brief summary of what has

happened. Preliminary facts are taken by a rewrite man. A photographer is summoned.

The reporter returns to the scene of the crash, where he encounters the public relations officer from the base. After verifying that there are no security angles involved, the public relations officer helps the reporter get the victims' names; he tells the reporter he will call the newspaper as soon as the telegrams to next of kin have cleared. The reporter then calls his office, giving the additional facts, and tells his city editor that the public relations officer will cover him on additional information.

While the rewrite man is turning out the first lead of the story, the reporter checks the hospitals to ascertain the condition of the injured. He calls the public relations officer for a picture of the type of plane that crashed. The public relations officer says he will send the photograph, and background material concerning the victims, to the newspaper office. Then the reporter returns to the office to knock out the full story. After next of kin have been notified, the story is cleared for publication.

As detailed here, the public relations officer acted as a second reporter covering the accident, obtaining information on the spot and supplying background facts that may not have occurred to the working newsman. He has accomplished something more—for the Army. He has forestalled the possibility of an erroneous news story; he has prevented dangerous conjecture in the news columns; and he has inspired a friendly press.

In the release of spot news, the public relations officer can not afford to play favorites; and press and radio should get an even break. However, news originality and enterprise must also be recognized. Sometimes a reporter may get an inside track on an exclusive story. He may suggest a particular angle that he wants emphasized, for feature treatment in his paper. In such cases, it is the public relations officer's job to cooperate, not only in gathering the information, and furnishing the news pictures, but also in protecting the story's exclusiveness.

Whatever type of treatment the story may warrant—routine release, spot news announcement, or exclusive feature story—the public relations officer employs the principles of teamwork with the reporter. Both are striving for one result—to get the finished product, factual news, into print.

WOMEN, TOO, WANT TO KNOW

By

MARGARET S. BANISTER

MORE than twenty million American women today receive information about the Army. They live in the cities, towns, and villages of America. They represent all types of homes, and the wide range of religious and political beliefs, and racial and economic backgrounds that make up our democracy. They are the civic-minded women, who belong to women's clubs and organizations.

From tentative beginnings, about the middle of the last century, of small groups of women meeting in each other's parlors for social and cultural purposes, American women's organizations have developed into a large-scale national phenomenon covering a wide range of interests—civic, charitable, professional, educational, religious, patriotic, economic, and cultural. Today, there are hundreds of women's organizations operating on a national scale, and thousands on the local level. Some are loosely held together by individual membership; some have millions of members, with units and branches all over the United States, and maintain national headquarters with highly efficient full-time staffs. Many of these organizations publish national magazines; some maintain state publications; all of them have established channels for reaching their members. Taken together, they constitute a network which penetrates into every corner of the Nation.

Women's club members are as much interested as men in the larger aspects of national and international policy relating to the armed forces, and show as much divergency of opinion on those subjects as men do. As mothers and wives

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of the men who comprise the armed forces, they are especially interested in the physical and spiritual welfare of the soldier—the quality of his food and equipment, his health, religious and educational opportunities provided for him, the training and vocational skills he acquires in the Army, his recreation and morale.

Keeping these women informed about the Army, from the broad problems of military policy to the more intimate concerns of religion, rations, and recreation, is the function of the Women's Interests Unit of the Public Relations Division, War Department. The information is channeled through national and state organizations down to the town and community groups. It represents a great force in shaping national security policy.

Women's organizations which operate on the national level may follow several patterns—the association, the local unit affiliated with the national association, the federation of national organizations, and the auxiliary. The most usual form is the association, such as the General Federation of Women's Clubs, the National Federation of Business and Professional Women's Clubs, and the American Association of University Women, whose local branches and units are grouped into state federations, which in turn are affiliated with the national association. The Junior Leagues of America and the Garden Clubs of America are examples of local units which are affiliated directly with the national association. Federations of national organizations exist in such forms as the National Council of Women of the United States, the United Council of Church Women, the National Council of Catholic Women, and the National Council of Jewish Women. Auxiliary groups generally follow the pattern of their parent organizations.

The strength, degree of activity, and prestige of women's groups may vary considerably from place to place. An organization which is especially strong and active in one city or state may be considerably less so in a neighboring area. It sometimes happens that, in a given community, a local group may be more active and influential than the branches of any of the national organizations.

Since the inception of the Women's Interests Unit five years ago, 36 national organizations have been cooperating in disseminating Army information to their aggregate membership of more than twenty million women. The presidents of these 36 national organizations comprise an Advisory Council, which,

among other activities, cooperates with the Women's Interests Unit in maintaining an up-to-date mailing list of approximately three thousand women holding key positions in the branches of the national organizations in every state in the union. To these women, the Women's Interests Unit issues a monthly *Bulletin of Information*, dealing with subjects of current importance, a *Fact Sheet*, and a suggested club program concentrated upon a particular topic. The Unit also issues miscellaneous literature, press releases, pamphlets, and booklets issued by other agencies of the War Department.

At intervals, meetings of the Advisory Council are held in Washington. The presidents of the national organizations gather in The Pentagon for an all-day program of background information on Army plans and policies. Conducted tours of Army installations have also been arranged.

In order to reach the leadership of women's organizations on the state and district level, regional meetings have been held in alternate years in key cities throughout the country. A series of similar meetings has been planned, to be held in approximately twenty cities during March, April, and May of this year. Meetings will be scheduled at each of the six Army Area headquarters and at other points, the number depending upon the geographical size of the Army Area. (See PRD News Letter, page 59.)

Public relations officers, in the Army Areas and at posts and camps throughout the Nation, are in a position to implement with specific measures the interests expressed by local groups. The public relations officer who knows his community situation well, and who makes full use of the established facilities of the women's organizations, will find these club women, for the most part, alert, interested, and eager to cooperate in any program which involves patriotic or civic service. Their programs, meetings, study and discussion groups provide excellent opportunities for use of Army information material. Army speakers and Army films have been especially in demand. The showing of Army films, with an officer to explain them, is a first-rate method of creating a favorable understanding of the Army. In some of the large cities, these women's organizations maintain radio programs. Short articles and releases about Army activities in the region may be used in their state publications. Women's groups are especially interested in projects to promote the welfare of the soldiers

at neighboring Army installations, and, as USO activities diminish, this field of endeavor should evoke increasing interest.

Leaders of women's organizations should be invited to attend special events at Army installations and to serve on community committees for any public celebrations sponsored by the Army. Conducted tours of Army camps and posts, so that women may see at first hand how the Army lives, works, and how it is cared for, are helpful from a practical public relations point of view. A meal in an Army mess hall and tour of the kitchen may do much to counteract erroneous impressions. A visit to an Army hospital, and talks by Army doctors, chaplains, information officers and others, may do wonders to facilitate a better understanding of Army life.

The Women's Interests Unit is prepared to assist public relations officers in working with women's groups. It can furnish public relations officers with lists of key women in their districts, although such lists must necessarily be incomplete. Because of the multitude of women's organizations, their diversity of scope and membership, no all-inclusive clearing house exists for women's organizations, nor is there an established accrediting agency, such as an overall federation of women's groups, to set the standards by which to gauge approval. No satisfactory list of accredited or approved organizations has been compiled on the national level; and the standards on the local level are even more heterogeneous. Generally, the reputation of the members in the local community must be the guide.

At regional meetings, the Unit can bring public relations officers in contact with representative groups of leaders of women's organizations. It often refers women's groups to the nearest public relations officer as the source of information and assistance in securing speakers, films, and material. The Unit can supply additional copies of the material it issues each month to its mailing list, and will be glad to compile special information upon request. It is prepared to suggest projects which may be sponsored, methods of approach to women's groups, and subjects for information material. Whenever the interests of women's groups impinge on Army activities, the Women's Interests Unit facilitates a wider knowledge of Army programs and policies, so that by sympathetic understanding the women of America may continue their constructive endeavors for the Nation's welfare.

MEASURING MINDS

By

E. DONALD SISSON

EVERY man in the Army has taken the Army General Classification Test (AGCT), but many have wondered why. The answer can be found in a brief review of what classification meant during the war, and an understanding of its importance as a tool for the new Army.

World War II was fought with hundreds of different types of units, each with its special function, training, and equipment. The tables of organization of these units listed over 500 military occupational specialties, representing the types of jobs to be filled. The millions of men and women who flowed through the recruiting and induction stations represented many combinations of skills and abilities in civilian vocations. Men having important skills or abilities had to be sorted out and assigned to jobs which required those skills; men possessing valuable aptitudes had to be identified and routed into critical training programs. This was done with a satisfying degree of success because, when the clouds of impending war began to threaten, the Army was prepared to implement its basic personnel management policy.

In September 1940, a group of Regular Army enlisted men met in a mess hall at Fort Slocum, New York, on what seemed to them a queer assignment. They were called upon to answer such questions as:

To ASSAULT is to (A) leave (B) return (C) attack (D) retreat

Privates Jones and White have \$40 together. If $\frac{3}{4}$ of Jones' money equals $\frac{1}{2}$ of White's money, how much of the money belongs to Jones? (A) \$12 (B) \$16 (C) \$24 (D) \$15

AMBIENT means most nearly (A) surrounding (B) ill (C) essential (D) barbaric

As they scratched their heads over the meaning of unfamiliar words, or puzzled over the intricacies of arithmetic,

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the 3000 or so regulars who participated in this event throughout the United States were marking a milestone in the history of mental testing and military mobilization. For this was the first dry run of the first form of the Army General Classification Test.

Mental testing was no novelty in 1940. Schools and colleges had been using mental tests for many years in order to estimate the aptitudes of their students. Nor was the idea entirely new to the Army. In fact, the grandfather of all group paper-and-pencil tests—the Army Alpha—was developed and used by the Army in the World War I. The 1940 testing session was particularly significant, however, because it marked the beginning of the most extensive program of personnel examining ever undertaken anywhere.

In October 1940, the first form of the AGCT was officially adopted by the Army and given to the first trainloads of selectees. Thereafter, AGCT became as familiar as KP or AWOL. Every man or woman in the Army had to cope with it, usually during the first few days at the reception center. Because so many military personnel were tested, and because answers have a way of getting around, alternate forms were necessary. Three new versions of the original test were issued at various times; and, in the spring of 1945, a completely new test was released. Called the AGCT-3, this new test is somewhat longer than the original. Gone are the familiar block-counting problems, and in their place is something of the same type called "pattern analysis" which seeks to measure a man's ability to see patterns and relationships in three-dimensional space. The other parts remain, although radically changed in form and content. There is a section on Reading and Vocabulary, one on Arithmetic Computation, and one called Arithmetic Reasoning.

The AGCT is just one of the tools employed in the process of classification. There are others, of course—the classification interview, the Mechanical Aptitude Test, the Radio Code Aptitude Test, or any of the scores of special aptitude or achievement tests developed during the war. But the AGCT is at once the most universally applied, and the most important.

The AGCT score tells something about the soldier's general mental ability, in the same way that data on his height, his weight, or his Physical Profile Serial tell about his physical condition. It is obvious to every one that physical condition is related to assignment and job performance. To understand

how mental ability is also related to assignment and job performance, it is necessary to look at the men who make up the Army and at the assignments they must fill.

Start with any group of men taking the AGCT at a reception center. A few men will be rapidly checking off the answers with no apparent effort. For them it is a cinch most of the way, getting a little harder, to be sure, as they approach the end. Another small group may find it all but impossible from the outset to cope with the unfamiliar words and intricate problems. The majority will start easily but will encounter enough to challenge them as they go along, and will slow down perceptibly as they tackle page after page. When time has been called and the group dismissed, the papers containing the answer marks are dropped, one by one, into a machine whose hundreds of electric fingers tally up the score. In order to make these raw scores more meaningful, they are converted to a scale on which the average for the Army as a whole is equal to 100 and the spread of scores above and below that point is normalized. Thus, regardless of the particular edition of the test, if the number of problems answered correctly is average for that edition, the converted score will be 100. If the man does better than two thirds of all soldiers, regardless of the edition used, his converted score will be about 120. This converted score, called the Army Standard Score, is the one recorded on the Soldier's Qualification Card (Form 20).

For many purposes, less precise scaling is satisfactory, or even preferable. Accordingly, the Army Standard Score Scale is divided into five parts, called Army Grades. Thus, scores of 130 and above fall in Grade I; those from 110 to 129 inclusive in Grade II; 90 to 109 in Grade III; 60 to 89 in Grade IV; and all below 60 in Grade V. In other words, Grade III is average, and nearly a third of all soldiers fall in this class. Slightly fewer are found in the next higher and lower grades (II and IV), and only relatively few in the top and bottom grades (I and V). Actual figures on all men processed through reception centers before July 1944 (over eight million cases in all) show the following percentages:

| | | |
|-----------|-------|---------------|
| Grade I | | 9.5 per cent |
| Grade II | | 27.3 per cent |
| Grade III | | 30.5 per cent |
| Grade IV | | 26.6 per cent |
| Grade V | | 6.1 per cent |

A quick survey of Army jobs will disclose two important facts. First, few military occupational specialties have identical

civilian counterparts, in the sense that the new soldier experienced in a civilian job can step into the corresponding MOS and perform satisfactorily. Even where the job titles are the same or similar, the specifications or duties performed usually differ. Thousands of experienced truck drivers came into the Army; but nearly all of them had to learn first echelon maintenance, driving in convoy, and other requirements of the truck driver MOS. Many of them were converted to half-track or tank drivers, chauffeurs, or mechanics. In the process of transformation from civilian to soldier, everyone had something to learn.

Secondly, although all Army jobs require training, these jobs differ considerably in the extent of additional training they require. The soldier assigned as a Weather Forecaster, MOS 787, for example, must be able to "prepare climatological studies indicating the probability of occurrence of specific weather phenomena such as ceiling, precipitation, and visibility conditions." It is obvious that this assignment requires highly developed intellectual capacities. On the other hand, the specification for MOS 188, Duty Soldier II, reads as follows: "Digs holes and ditches, chops trees, saws wood, mixes and pours concrete . . . carries heavy material. Loads and unloads trucks, freight cars, or dock facilities . . . Must be physically strong, and capable of prolonged heavy labor." Most Army jobs fall somewhere between these extremes; and the range in abilities required is correspondingly as great. The relationship between MOS and AGCT is revealed in the following figures, showing the average AGCT scores of men holding various selected MOSs.

| MOS | Average AGCT Score |
|---|--------------------|
| 787—Weather Forecaster | 134 |
| 275—Classification Specialist | 124 |
| 647—Radio Repairman, Aircraft Equipment | 120 |
| 667—Message Center Clerk | 115 |
| 660—Tank Mechanic, Minor Maintenance | 105 |
| 566—Duty NCO | 101 |
| 824—Mess Sergeant | 100 |
| 677—Military Policeman | 98 |
| 238—Lineman, Telephone and Telegraph | 92 |
| 060—Cook | 87 |
| 188—Duty Soldier II | 80 |
| 271—Longshoreman | 72 |

Several precautions should be observed in interpreting this list. It must be remembered that these figures are no more than *averages* for men assigned to the various jobs; conse-

quently, they reflect all the accidents and probabilities of error in assignment. For example, because cooks in general average only 87 on the AGCT does not necessarily mean that this is the only level suitable for this type of assignment. Conclusions of this kind can be verified only through experiment and research. Averages tell only a small part of the story; the range of AGCT scores within any one of these categories is tremendous. The bottom ten per cent of "classification specialists," for example, scored lower (109) than the top ten per cent of cooks (114). One should never lose sight of the fact that the AGCT score represents only one kind of ability or talent, general intellectual ability, whereas there are many other sorts of abilities or capacities that are essential for satisfactory performance of nearly every MOS. In many instances, the importance of other capacities far outweighs that of the AGCT score.

Nevertheless, it should be evident that the AGCT is an important classification tool, useful at both planning and operating levels. At the planning level, AGCT scores are employed in personnel budgeting. Here the emphasis is on overall distribution of scores or general trends, so that the Army has a rough index to the quality of manpower at its disposal at any one time. In drawing up quotas for specialized training programs, for example, the entrance requirements, curricula, and failure rates are all adjusted to the AGCT averages of the manpower available at any time. If fewer men with Grade I scores are entering the Army at any time, the entrance requirements on certain specialist training courses probably would have to be lowered, if quotas are filled. This lowering of entrance standards would in turn be accompanied by curriculum changes. Either the courses would be lengthened or the wash-out rate increased, if graduates were to meet the prescribed standards of excellence.

In fact, all training programs are planned on the basis of the average capacity of trainees to learn or to absorb the training. For this reason, it was usual during the war to balance units, insofar as possible, by assigning to all commands the same proportions of the five AGCT Army Grades. After due consideration had been given to the needs of particular forces or units for various specialists, the remaining masses of men were allotted and sub-allotted by AGCT grade so that no unit would be burdened with an excessive number of slow learners. Balancing of this sort was not always possible

in certain types of units; and the results were always quick to appear in training.

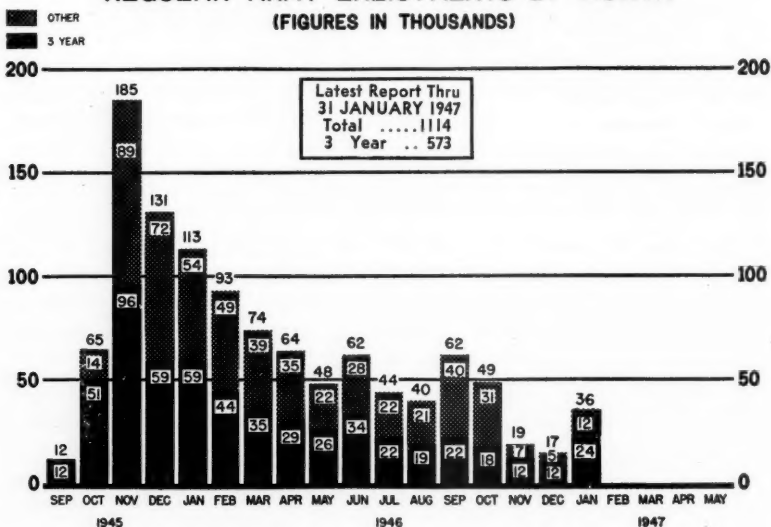
Valuable as it is, the AGCT is not a general cure-all. It has value in predicting success on all Army jobs which involve much verbal or academic learning. However, it does not measure such important non-intellectual factors as motivation, interests, emotional stability, ability to get along with others, specialized knowledge or skills, nor, of course, physical strength, stamina, coordination or agility. All of the other tools of the classification system are required to help place "the right man, in the right job, at the right place."

AID



REGULAR ARMY ENLISTMENTS BY MONTH

(FIGURES IN THOUSANDS)



THE RECRUITING GOAL

THE months ahead present a real challenge, not only to the Army Recruiting Service but also to the entire Army. The goal—to procure a sufficient number of voluntary enlistments to maintain an Army of 1,070,000 men—is to be accomplished by 1 July 1947.

About one-third of the men now in the Army are eligible for discharge by July 1947. These men must be replaced immediately. Approximately 51 per cent now in the Regular Army have signed up for three years. The immediate problem, therefore, is the 49 per cent so-called “short-termers.” Surveys show that a large percentage of these men are wavering, and cannot make up their minds. This group provides a fertile field for an intensive, well-planned recruiting drive within each of the Armies. Booklets and materials alone are not enough to do the job; it must be done on a personal basis.

In accordance with War Department letter, 12 September 1946, “Plan to Effect Extensions of Enlistments and/or Re-enlistments of Short-Term Enlistees,” every man anticipating a discharge must be personally interviewed, not just prior to the discharge but immediately. This should be done by a qualified interviewer. It should not be a high pressure sales talk but an informal discussion in which the future plans, interests, and aptitudes of the soldier are discussed. The success of recruiting in the ensuing months depends to a large degree upon these interviews.

Although enlistments in January have taken an upward trend, the percentage of discharges within the next few months presents a constant threat to the stabilization of the Regular Army, unless recruiting within the Army follows the intensive pattern recommended above. Original enlistments alone will not do the job. It devolves upon the Army commanders and commanders of posts, camps, and stations to rededicate themselves to the immediate task of selling the Regular Army within the Army itself.

INTRODUCTION TO THE WAR DEPARTMENT

*One of a series of articles
describing the mission and
functions of agencies of the
War Department.*

A DIRECTIVE IS BORN

By

LIEUTENANT COLONEL HARRY E. ALDRIDGE, RESERVE

"THE ARMY," said an old-timer, "lives on rations and directives; and gripes about them both."

Yet, if either fails to arrive or is put together wrong, there are hungry troops and distraught commanders.

The Adjutant General, charged since the American Revolution with the publication of orders, sees to it that directives say what they mean and that they arrive on time. With an Army of more than a million, spread over the globe from Japan to Germany, that is no simple task. Directives in photolith negative form are flown to overseas theaters and reproduced there, to insure, as nearly as possible, simultaneous publication of the desires of the Secretary of War and the Chief of Staff.

The Army Publications Service, newly established under The Adjutant General, is responsible for the accuracy of directives, and for their prompt printing and speedy distribution. The Army Publications Service writes few directives, but it makes sure that, regardless of who writes them, directives are accurate and unambiguous; that what they contain is not in conflict with what others have written on the subject; and that they are presented in the form and phraseology that are standard for the Army. It realizes, like Alice in Wonderland, that "when you've once said a thing, that fixes it." To the commander in Okinawa or Frankfurt, the mere omission of a letter of the alphabet or a comma, may completely change the meaning. When a directive says "the balance of the vacancies will be filled during the coming year," when it should have said "during the coming

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years," a policy has been mis-stated, and the only remedy, cumbersome and annoying, is to issue a change or rescission.

Expert reviewers, civil servants in the Publishing Branch, guard against that sort of error. Some of them date back to the days of the "blue" Army Regulations, and can recite by chapter and verse what a certain regulation says on a particular point. Many are the times when they save face for officers who, themselves, are meticulously careful in drafting directives.

The Publishing Branch of the Army Publications Service receives the manuscript of a directive from the approving agency (usually the Director of a War Department General Staff Division), and turns out the finished product, printed by the Government Printing Office, or reproduced by offset method in the Pentagon AG Reproduction Plant. The Distribution Branch, which then takes over, makes speedy delivery to the field, overseas and in the zone of the interior, through a well-organized system of AG Publications Depot distribution.

Every directive, every manual, indeed every item published, is subject to a rigid schedule of production. The average publication time of a directive (Army Regulation or WD Circular) is fifteen days; and for a technical manual, one month. That means overall time, from receipt of the manuscript to time of receipt at the AG Publications Depot in the field. Some directives, on the other hand, are produced and on their way in twenty-four hours; and some technical manuals, long and complicated, take two months or more. It all depends on the urgency, length, and kind of manuscript involved. Actual reproduction is seldom a bottle-neck. With a high priority in the largest printing plant in the world (the U. S. Government Printing Office), and with a mammoth battery of offset equipment in the Pentagon plant, miracles can be performed; and frequently are.

A manuscript received for publication moves from desk to desk with the precision of a Detroit assembly line. At the Control Section it is jacketed, given an identification number and a schedule of production which states the date and the hour of the various processing steps. In the Review Section, the approved draft and its attached correspondence are painstakingly combed for omissions, discrepancies, conflict with previous directives, or other irregularities. The Review Section also insures that all necessary concurrences have been obtained by the initiating agency. Often the Review Section acts on policy matters and will challenge the necessity for the direc-

tive, especially if a previous one with the same coverage is extant. Material not deemed essential to the efficient operation of the Army or the War Department is returned to the initiating agency for reconsideration.

If necessary, the Review Section rewrites the manuscript in clear and concise military style. If a point is not clear to the reviewer, a conference may be held with the writer, and, if the point involves policy, clarification must be gained from the originating and concurring agencies. The Review Section also insures that manuscripts are in proper form for reproduction in one of several standard formats, including style, type, and page size arrived at after years of experimentation. Art work accompanying a manuscript is reviewed for essentiality and for conformance to War Department standards. The preparation of necessary art work, under certain conditions, is coordinated with the Art Direction Section, which is also responsible for the final technical review of all art work submitted.

Administrative media, including Army Regulations, War Department Circulars, Bulletins, General Orders, Memoranda and Letters, remain in the Review Section no longer than 24 hours. The time schedule on manuals and supply media is less rigid, since the size and complexity of these types of periodicals vary. Occasionally a technical manual may contain 1000 pages of text and 500 illustrations, all of which must be carefully checked.

In the Copy Processing Section, the manuscript is read for errors in grammar and spelling, is perused again for clarity of expression, and is prepared for the printer.

The manuscript is routed next to the Procurement Section, where a requisition is made on the Government Printing Office for printing and binding, and a schedule is set up for proofs and finished product. Army Regulations go to the printer on a five to ten day schedule, depending on their length and the urgency involved. Most War Department Circulars, on the other hand, are reproduced by offset process in the Pentagon AG Reproduction Plant on a 48-hour schedule.

Once the directive is born, it becomes the child of the Distribution Branch; and grows fast. A maximum of ten days is allowed the printer (either the Government Printing Office, or one of its contractors located in another part of the country) to place the shipment on the receiving platform of a designated AG Publications Depot; and the depot is allowed only 24 hours in which to push the directive out to the field, by parcel post,

express, or other means. There are four AG Publications Depots in the zone of interior, and from two of these—the Pentagon Depot and the Ogden (Utah) Depot—shipments are made to overseas theaters, normally by water. Directives are usually produced in the theaters from plates air-mailed from the Army Publications Service; but manuals and printed and reproduced materials are shipped by sea. Ten Air Materiel Area Depots, comparable to AG Publications Depots, receive and distribute publications for the Army Air Forces.

After the directive leaves the Depot, the responsibility of the Army Publications Service ceases and the responsibility of the local commander begins. From the Depot, publications go to a Distributing Agency, usually a post, camp, or station, charged with getting the printed matter as expeditiously as possible into the hands of the users. There is seldom any delay in the ultimate distribution of Army Regulations and directives, since the distribution formula is standardized. The bottle-neck is likely to come in the distribution of manuals, pamphlets, periodicals and occasional items, where the formula varies. The solution of that problem is three-fold: (1) the AG depots issue periodically to all distributing agencies news of forthcoming publications, with instructions for their handling; (2) FM 21-6, List and Index of WD Publications, and AR 310-200, describe in full detail all procedures to be followed in making proper distribution; and (3) an alert enlisted man in the publications stock room, with an efficient officer to supervise local distribution, will pay dividends in time and storage space. Publications like rations, are meant for the ultimate consumer.

LEGISLATION AND THE NEW ARMY

A War Department statement of the legislative proposals for the national security was published in the February number of *THE DIGEST*. This special section contained five articles, with a foreword by Lt. Gen. J. Lawton Collins, Chief of Public Information, War Department.

Reprints may be obtained on request to the Editor, *ARMY INFORMATION DIGEST*, CARLISLE BARRACKS, PA.

I&E NEWS LETTER

*Prepared by the staff of the
Information and Education
Division, War Department
Special Staff.*

INFORMATION

Army Talk on Sale to Public

In response to public interest and demand, *Army Talk* has been placed on sale to individuals and civilian organizations. Single copies are procurable at five cents a copy; yearly subscriptions at \$2.50. Purchase of 100 or more copies of one title, or subscriptions for 100 or more copies mailed to a single address, receive a five per cent discount. Orders should be placed with the Superintendent of Documents, U.S. Government Printing Office, Washington 25, D. C. Official distribution, for use in the Troop Information Program, will continue.

Obsolete Army Talks

Section II, WD Circular 346 (26 November 1946), lists the *Army Talk* issues that are obsolete. Supplies of these *Army Talks* are exhausted and no reprints will be made.

Scripts Available for Quiz Programs

"Can You Take a Hint," a series of quiz programs in manuscript form, is the latest project of the Army Education Branch for disseminating information about USAFI offerings among military personnel. Each program consists of a question and answer script, arranged in radio continuity style, which can be used by AFRS stations or I&E groups. These quiz programs are designed to encourage enrollment and participation in the Army Education Program. I&E officers will find them especially useful in building up soldier interest in their programs.

Questions and answers of cultural and educational value from the fields of history, mathematics, and current affairs are interspersed with lively topical questions on sports, popular science, and the like. "Commercials" which advertise some of the varied offerings of USAFI are spotted at opportune points

in the script, advancing the theme: "Can you take a hint, and see your I&E officer about your future?"

The first script of the series will be accompanied by a set of suggestions for use in broadcasting. Each week a new script will be mailed to all AFRS outlets. Copies may be obtained on request to the Radio Program Unit, Army Education Branch, Information and Education Division, Washington 25, D. C.

New Titles in AFRS Original Programs

The Wanderers series continues with two releases—"Heritage," previewed in the January *Digest*, and "Trouble Shooter, American Style," depicting a successful experiment in democracy in a Polish community of displaced persons.

In the *GI Ambassador* series, "The New Arrival" dramatizes a situation which arises after the arrival of an American family in Germany. "The Bright Shining Uniform" shows that the uniform of an American soldier is more than cloth; it is a symbol of a nationality, a belief, and a way of life.

The *Pride of Unit* series has in production "The Hard Way," recounting the exploits of the 7th Infantry Division through the experiences of two of its soldiers.

FILM REVIEW

Army-Navy Screen Magazine

Issue Number 83 (running time 20 minutes) contains a single subject, "Last Down," marking memorable events of the 1946 football season. The season was outstanding for the signs of new power in college teams. Men who had received their training on service teams returned to bring new life to football. This film contains highlights from the Army-Notre Dame, Yale-Harvard, UCLA-USC, Illinois-Northwestern, and Army-Navy games.

EDUCATION

Subject Popularity in the Theaters

Recent reports from four theaters indicate that 149 schools of various types are in operation, offering 536 different courses to 28,243 students, who are instructed by 1549 teachers. There

has been a shifting of interest in course enrollments, as originally listed in the December DIGEST. The ten most popular subjects in the four theaters, in order of preference, are now as follows:

| EUROPE | PACIFIC | PANAMA | ALASKA |
|-------------------|-------------------|----------------|-------------------|
| German | Typing | Auto Mechanics | Typing |
| Music | Auto Mechanics | Spanish | Literacy Training |
| Italian | Japanese | Surveying | Prospecting |
| Communications | Psychology | Typing | Photography |
| English | Photography | Electricity | Shorthand |
| Photography | Literacy Training | Shorthand | Bookkeeping |
| Literacy Training | Music | Cooking | Spanish |
| Typing | Spanish | Calculus | Psychology |
| Radio | Shorthand | Mech. Drawing | English |
| Grammar | Radio | Radio | French |

New AEP Report Form

A new Army Education Program report form covering Army Education Center activities, for use in the zone of interior and overseas, is scheduled for early distribution. The new report form will replace the ones heretofore required under par. 7c, RR 1-4. The new report is divided into the following categories: Section I, USAFI Courses (individual enrollments); Section II, New Classes Organized; Section III, Extension Classes; Section IV, USAFI Tests and Examinations; Section V, Educational Advisement; and Section VI, Miscellaneous. Opportunity is provided for I&E officers in the field to report significant accomplishments, to set forth problems that have arisen, and to make comments and suggestions. Information submitted on the form will enable higher echelons to give more effective aid to the field.

European Theater Educator at I&E Headquarters

Egbert Hunter, educational consultant for I&E activities in Germany, recently visited the Information and Education Division, War Department, for conferences on education policies in the European theater. Particular attention was devoted to selecting and procuring supervisors for the off-duty classes now being conducted in the European theater. At the conclusion of his visit, Mr. Hunter reported that he had been successful in securing personnel for duty in Germany who meet the exceptionally high standards for school administrators.

USAFI Services Summarized

Cumulative enrollments since the activation of the United States Armed Forces Institute in 1942 exceed 1,700,000; and there are approximately 240,000 individual current enrollments, representing an estimated one out of seven men and women now in the armed forces.

Approximately 750,000 General Education Development tests have been administered under the USAFI program to date. The GED test, an objective-type examination, is used to determine the educational attainment of the service man or veteran in comparison with that of the high school graduate. Subject to the policies of state and local authorities, the GED test score may be used as the basis for awarding a high school diploma or a certificate of equivalent education.

New Directive On Accreditation

The United States Armed Forces Institute is the only agency authorized to make official reports to educational institutions on accreditation for work completed in the Army Education Program, a recently published War Department letter makes clear. Agencies other than Headquarters, USAFI, may not deal directly with civilian institutions in accreditation matters. This ruling is designed to prevent misunderstanding on the part of civilian educators.

USAFI materials and tests should be used whenever possible for all courses, including correspondence, self-study, and organized class instruction. Results obtained from all tests, whether General Education Development, end-of-course, or subject tests, will be reported to Headquarters, USAFI, Madison, Wisconsin.

In the case of courses not included in the USAFI curriculum, a description of the course (including examination) should be furnished Headquarters, USAFI. This information will enable Headquarters, USAFI, to answer queries from civilian institutions. The student may present the certificate of completion, furnished for his personal use, to any institution for consideration.

Official reports on test results will be furnished to civilian agencies by Headquarters, USAFI, only. These reports will be furnished upon request, either of the civilian agency or of the individual concerned.

P R D NEWS LETTER

*Prepared by the staff of the
Public Relations Division, War
Department Special Staff.*

Army Week Observance Planned

Army Week, which will be observed from Sunday, 6 April through 12 April, this year will emphasize the theme that "A Strong America is a Peaceful America." Taking an active role in preparations for Army Week, the War Department Public Relations Division will seek to reach all elements of the population through a program of national advertising and radio programs, public statements, and the dissemination of public information. As in the past, however, most of the activity will be conducted locally. During the week, the Army Air Forces and Army Ground Forces will stage exhibits, demonstrations, and parades. Army posts, installations, and National Guard armories will hold "open house" for visitors on designated days. Participation by patriotic, civic, fraternal, labor, and industrial organizations will cap the ceremonies.

In addition to honoring America's soldiers who made the victory and peace possible, Army Week programs will emphasize the importance of maintaining a strong military establishment as the bulwark of an effective foreign policy. Besides directing public attention to the new peacetime pattern of national defense and the Army's mission in relation to the Nation's overall commitments, at home and abroad, Army Week programs will explain the need for a well-trained, efficient Army of volunteers, adequate in size and quality. Career opportunities for young men in the Army will be outlined as part of the continuing campaign to enlist thousands of volunteers.

The building of a stable, efficient, new Regular Army will be emphasized, and the tremendous scientific advances being scored at a rate unprecedented in military history will be called to public attention.

Army Week will also stress the importance of other components of the defense establishment, including the National Guard, the Organized Reserve Corps, and the Reserve Officers' Training Corps.

Regional Conferences of Women's Advisory Council

The Women's Interests Unit, Public Relations Division, has organized a series of regional conferences of its Women's Advisory Council, comprising key representatives of women's organizations.

Designed to acquaint state and local leaders of Advisory Council organizations with the Army's programs and policies, these one-day regional conferences will be held at military installations in or near the six Army Area headquarters cities, and at other large population centers. Twenty-one meetings are planned.

Invitations have been extended to the state president or designated state representative of each Advisory Council organization, to national officers of the Advisory Council living near the localities in which the conferences are being held, and to many women leaders in these communities. Discussions will center on such topics as "A Volunteer Regular Army," "Occupation Problems," "Civil Affairs in Occupied Areas," "Training for National Defense," "Research and Development," and related subjects vitally affecting the Nation's postwar security objectives.

The morning session of each meeting will be devoted to addresses by the Commanding General of the Army or his representative, the Army or installation public relations officer, and other Army speakers. Luncheon will be held at the officers' or enlisted men's club, or in an Army mess hall. The afternoon will be devoted to a short round-table discussion and business meeting. The meeting will conclude with a tour of the Army installation.

The first group of meetings will be held in March, with the remaining conferences planned to extend through June. Conference locations have been tentatively set for installations in or near the following cities.

First Army Area: New York, N. Y., Boston, Mass. Second Army Area: Baltimore, Md., Columbus, Ohio, Louisville, Ky. Third Army Area: Atlanta, Ga., Memphis, Tenn., Raleigh or Charlotte, N. C. Fourth Army Area: San Antonio, Tex., New Orleans, La., Oklahoma City, Okla., Albuquerque, N. Mex. Fifth Army Area: Chicago, Ill., Kansas City, Mo., Minneapolis, Minn., Denver, Colo. Sixth Army Area: San Francisco and Los Angeles, Calif., Salt Lake City, Utah, Seattle, Wash.

RADIO REVIEW

*Prepared by the staff of the
Information and Education
Division, War Department
Special Staff.*

Transcriptions Available Through Film Libraries

A new feature, Transcription Library Service, has been inaugurated by the Information and Education Division in cooperation with the Signal Corps. This service provides to members of the armed forces within the zone of the interior, transcribed programs of educational value in the fields of general science, medicine, languages, European and American history, economic geography, and others. The transcriptions represent some of the finest of the public service programs on the domestic networks, and are scientifically and historically accurate.

Ten 30-minute transcriptions have been placed in Signal Corps Film Libraries in the zone of the interior; twenty transcriptions will be added within the next three months; and additional programs will follow.

These programs provide background material for related military subjects, off-duty education classes, group study, unit schools, and the Troop Information Program. I&E officers are encouraged to publicize the availability of this service. Transcriptions and play-back machines are loaned, on request, by Signal Corps Film Libraries. Requests should designate the number and title of the subject desired. The transcriptions are produced by the Armed Forces Radio Service, and must be used in conformity with WD Circulars 2 and 237, 1946.

Transcriptions now available are:

Lister, No. H-42-9. Man's fight against the infection that normally followed early surgery. Sir Joseph Lister's research to discover the causes and cures for post-operative infections. Lister's discovery of the use of modern surgical gauze and the use of antiseptic as a disinfectant.

Ancient Empires, H-42-30. A narrative account of important events in the three great empires of the ancient world—Egypt, Assyria, and Babylonia. Egypt of 3,000 years ago, as disclosed by the discovery of the tomb of Tut Ankh Amen; Assyria during its 250 years of greatness; Babylonia as a center of world commerce.

American English, H-42-39. An amusing and informative account of Sir William Craigie's research in the history of our slang expressions, from blizzard to wise guy.

Story of Penicillin. H-42-57. Dramatic account of the accidental discovery of penicillin; its isolation and cultivation for practical purposes.

Story of Radar. H-42-59. The important part radar played in World War II, including the dramatic account of the role of radar in the Battle of Britain; discoveries that made radar possible, including the experiments of James Maxwell, Heinrich Hertz, and the telegraphy inventions of Marconi.

Words Through Wires. H-42-84. Dramatic incidents in the lifelong fight of William Penn, Quaker, for religious freedom; founding of the Penn colony in America in 1682.

Case of Peter Zenger. H-41-77. How the precedent for freedom of the press was initiated in 1734 by Peter Zenger; the arrest of Zenger and destruction of his press; his trial and its bearing on the future of a great democratic right.

They Put Out to Sea. H-41-84. Dramatization of Roger Duvoisin's book of the same title; the explorers of the fifteenth and sixteenth centuries, with Magellan and history's first around-the-world voyage as the central theme.

Big Ditch. H-41-121. How the Panama Canal was built; unsuccessful attempts by the French Panama Canal Company; vicissitudes and trials of the group of United States Engineers under Colonel G. W. Goethals; how the difficulties of climate, food, malaria, yellow fever, and landslides were overcome.

Signal Corps Film Libraries, from which Transcription Library Service subjects may be borrowed, are located at the following installations:

FIRST ARMY AREA

Hq., 1st Army,
Governors Island, N. Y.
Training Film Library,
Boston, Mass.

Fort Dix, N. J.
Fort Monmouth, N. J.
New York Port of Embarkation
USMA, West Point, N. Y.

SECOND ARMY AREA

Hq., 2d Army, Holabird Signal
Depot, Baltimore, Md.
Aberdeen Proving Ground, Md.
Ordnance School, Aberdeen
Proving Ground, Md.
Camp Lee QMTC, Va.
Fort George G. Meade, Md.
Fort Monroe, Va.
Carlisle Barracks, Pa.
Edgewood Arsenal, Md.

Fort Story Convalescent
Hospital, Va.
Philadelphia Signal Depot, Pa.
Fort Hayes, Columbus, Ohio
Camp Campbell, Ky.
5th Division, Camp Campbell, Ky.
Fort Benjamin Harrison, Ind.
Fort Knox, Ky.
Camp Atterbury, Ind.
Wakeman General Hospital, Ind.

THIRD ARMY AREA

Hq., 3rd Army, Atlanta, Ga.
 Fort Bragg, N. C.
 Fort Benning, Ga.
 Fort Jackson, S. C.
 Camp Shelby, Miss.
 Camp Gordon, Ga.
 Fort McClellan, Ala.
 Fort Oglethorpe, Ga.
 Atlanta Ordnance Depot, Ga.
 Lawson General Hospital, Ga.
 Moore General Hospital, N. C.
 Oliver General Hospital, Ga.

Fort McPherson, Ga.
 Welch Convalescent Hospital, Fla.
 82d Airborne Division,
 Fort Bragg, N. C.
 Tennessee Military District
 Alabama Military District
 Georgia Military District
 North Carolina Military District
 South Carolina Military District
 Mississippi Military District
 Florida Military District

FOURTH ARMY AREA

Hq., 4th Army, Fort Sam
 Houston, Tex.
 WDPC, Fort Bliss, Tex.
 Camp Chaffee, Ark.
 Fort Bliss, Tex.
 AA School, Fort Bliss, Tex.
 Camp Hood, Tex.
 Fort Sam Houston Regional
 Training Film Library, Tex.
 RC WDPC, Fort Sam Houston,
 Tex.
 Brooke Army Medical Center,
 Tex.
 New Orleans Port of Embarkation
 New Orleans Army Air Base, La.

Camp Polk, La.
 Camp Polk Auxiliary, La.
 Camp Joseph T. Robinson, Ark.
 Fort Sill, Okla.
 Adjutant General's Dept.,
 Austin, Tex.
 Army & Navy General
 Hospital, Ark.
 Fort Crockett, Tex.
 Red River Arsenal, Tex.
 Bruns General Hospital, N. Mex.
 Borden General Hospital, Okla.
 William Beaumont General
 Hospital, Tex.

FIFTH ARMY AREA

Hq., 5th Army, Fort Omaha, Nebr.
 Camp Carson, Colo.
 Fort Snelling, Minn.
 Fort Riley, Kans.
 Fort Francis E. Warren, Wyo.
 Fitzsimons General Hospital, Colo.
 O'Reilly General Hospital, Mo.
 Command & Staff College,
 Fort Leavenworth, Kans.

Training Film Library, Chicago,
 Ill.
 Percy Jones General Hospital,
 Mich.
 Camp McCoy, Wis.
 Fort Sheridan, Ill.
 Michigan Military Area,
 Fort Custer, Mich.
 Mayo General Hospital, Ill.

SIXTH ARMY AREA

Hq., 6th Army, Presidio of San
 Francisco, Calif.
 Fort Lewis, Wash.
 Los Angeles Regional Library,
 Calif.
 Fort Ord, Calif.

Camp San Luis Obispo, Calif.
 Camp Beale, Calif.
 Fort Douglas, Utah
 Fort Lawton, Wash.
 San Francisco Port of Embarka-
 tion, Fort Mason, Calif.

MILITARY DISTRICT OF WASHINGTON

Fort Myer, Va.
Fort Belvoir, Va.
Fort Belvoir Hospital, Va.

Army Medical Center, Washing-
ton, D. C.

New Literature Series

A new series of programs, selected from dramatizations of masterpieces of literature, broadcast on national hook-ups, will be broadcast weekly by AFRS stations overseas, beginning in March, and will subsequently be made available for use in the zone of interior as part of the Transcription Library Service obtainable from Signal Corps film libraries.

Programs will include transcriptions from *Cavalcade of America*, *World's Great Novels*, *Tales from Far and Near*, and the *Columbia Workshop* series. The first ten titles, among an initial group of 30 selected for release, are: *The Spy*, by James Fenimore Cooper; *The Letters of Lord Chesterfield*; *Moby Dick*, by Herman Melville; *The Devil and Daniel Webster*, by Stephen Vincent Benet; *Two Years Before the Mast*, by Richard Henry Dana; *Richard III*, by William Shakespeare; *Look Homeward Angel*, by Thomas Wolfe; *Youth*, by Joseph Conrad; *Essays* by Ralph Waldo Emerson; and *Lincoln—The Prairie Years*, by Carl Sandburg.

AIS NEWS LETTER

*Prepared by the Staff of the
Army Information School, Car-
lisle Barracks, Pa.*

Administrative School Center

The Administrative School Center was activated at Carlisle Barracks on 1 February under command of Brigadier General Williston B. Palmer, who is also Commandant of the Army Information School. The new school center, authorized by War Department Circular 24, (28 January 1947), includes: the Adjutant General's School, Colonel L. B. Clapham, commanding, which moved from Fort Oglethorpe, Georgia, in November; the Provost Marshal General's School, Colonel George P. Hill, commanding, from Camp Bullis, Texas, in January; the Chaplain School, transferred from Fort Oglethorpe in February, Chaplain

(Colonel) Gynther Storaasli, commanding; and the Army Information School.

Army Information School Birthday

On 27 February the Army Information School celebrated its first year of operation. During this year the School graduated a total of 631 students. Of these, 218 were public relations officers, 270 information-education officers and 143 information-education enlisted men. Included in these figures are five Naval officers, two Royal Canadian Air Force officers, and six members of the Women's Army Corps.

Graduation at Carlisle Barracks

The Honorable Kenneth C. Royall, Under Secretary of War, delivered the commencement address and presented graduation certificates to 126 officers and 73 enlisted men who were graduated on 19 February. At the same ceremony, the Under Secretary presented diplomas to 40 graduates of the Provost Marshal General's School.

The Army Information School graduation represented the fourth class of officers and the second class of enlisted men. Officers receive comprehensive training over a three-months period in either public relations or information and education courses. Enlisted courses extend over four weeks, and are offered only in information and education. Requirements for enrollment in the enlisted course were published in THE DIGEST for October, and in War Department Circular 259 (24 August 1946).

Of the 126 officers graduated on 19 February, 62 are public relations officers and 64 information-education officers. The class included three Navy officers, two officers of the Royal Canadian Air Force, and four officers of the Women's Army Corps. Of the 73 enrolled in the enlisted men's I&E course, 52 were in Army Ground Forces, 14 in Army Air Forces, and seven in the technical and administrative services.

New Classes

On 26 February new classes were started in both the officers' and the enlisted men's courses of the School. The officers' comprehensive course will be completed on 21 May. The enlisted men's class will be graduated on 26 March.